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**CITY OF MILWAUKEE, WISCONSIN**

**YEAR 2011**

**DRAFT**

**CONSOLIDATED ANNUAL  
PERFORMANCE  
AND  
EVALUATION REPORT  
(CAPER)**

**Funds provided by the U.S. Department of Housing & Urban Development**

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Milwaukee, Wisconsin**

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# CITY OF MILWAUKEE, WISCONSIN 2011 Program Year CAPER-DRAFT

The ***CPMP 2011 Consolidated Annual Performance and Evaluation Report*** includes Narrative Responses to CAPER questions that CDBG, HOME, HOPWA, and ESG grantees must respond to each year in order to be compliant with the Consolidated Planning Regulations. The Executive Summary narratives are optional.

## GENERAL

**GRANTEE:** City of Milwaukee, Wisconsin  
**CON PLAN PERIOD:** 2010 to 2014

### **Executive Summary (92.220(b))**

**The Executive Summary is required. Provide a brief overview that includes major initiatives and highlights how activities undertaken during this program year addressed strategic plan objectives and areas of high priority identified in the consolidated plan.**

### **PY 2011 CAPER Executive Summary:**

#### **Introduction**

As a Participating Jurisdiction (PJ) and entitlement community, the City of Milwaukee-Community Development Grants Administration (CDGA), receives annual funding allocations from the Federal government to fund activities to address the following three (3) National Objectives of the U.S. Department of Housing and Urban Development (HUD):

- ❖ **Principally benefits low/moderate income persons**
- ❖ **Prevents or eliminates slum or blight**
- ❖ **Addresses an urgent need or problem in the community (e.g., natural disaster)**

As a recipient of these funds, the City of Milwaukee is required to submit to HUD each year, a final *Consolidated Annual Performance and Evaluation Report (CAPER)* which provides detailed information to the local public, HUD and members of Congress on activities undertaken with these entitlement funds. It is also used to track the grantee's performance in meeting the goals established in the *2010-2014 Five-Year Consolidated Plan* and subsequent *Annual Action Plans*.

Most activities conducted in 2011 were under the direct control and supported by the following Federal entitlement funds which are administered by the Community Development Grants Administration: **Community Development Block Grant (CDBG), HOME Investment Partnerships, Stewart E. McKinney Emergency Shelter Grants (ESG), and Housing Opportunities for Persons with AIDS (HOPWA)**. Other Federal and State funds used for activities include the Gang Reduction Initiative and the Juvenile Accountability Block Grant, among other resources.

In 2009, the City of Milwaukee submitted the *2010-2014 Five-Year Consolidated Plan* as required by the U.S. Department of Housing and Urban Development. The Consolidated Plan details broad strategies to address community development within the scope of the HUD National Objectives.

The statutes for the Federal formula grant programs set forth three basic goals against which the plan and the City's performance under the plan will be evaluated by HUD. The City must state how it will pursue these goals for all community development programs.

The HUD statutory program goals are:

**DECENT HOUSING - which includes:**

- assisting homeless persons obtain affordable housing;
- assisting persons at risk of becoming homeless;
- retaining the affordable housing stock;
- increasing the availability of affordable permanent housing in standard condition to low-income and moderate-income families, particularly to members of disadvantaged minorities without discrimination on the basis of race, color, religion, sex, national origin, familial status, or disability;
- increasing the supply of supportive housing which includes structural features and services to enable persons with special needs (including persons with HIV/AIDS) to live in dignity and independence; and
- providing affordable housing that is accessible to job opportunities.

**A SUITABLE LIVING ENVIRONMENT - which includes:**

- improving the safety and livability of neighborhoods;
- eliminating blighting influences and the deterioration of property and facilities;
- increasing access to quality public and private facilities and services;
- reducing the isolation of income groups within areas through spatial deconcentration of housing opportunities for lower income persons and the revitalization of deteriorating neighborhoods;
- restoring and preserving properties of special historic, architectural, or aesthetic value; and
- conserving energy resources and use of renewable energy sources.

**EXPANDED ECONOMIC OPPORTUNITIES- which includes:**

- job creation and retention;
- establishment, stabilization and expansion of small businesses (including micro-businesses);
- the provision of public services concerned with employment;
- the provision of jobs to low-income persons living in areas affected by those programs and activities, or jobs resulting from carrying out activities under programs covered by the plan;
- availability of mortgage financing for low-income persons at reasonable rates using non-discriminatory lending practices;
- access to capital and credit for development activities that promote the long-term economic and social viability of the community; and
- empowerment and self-sufficiency for low-income persons to reduce generational poverty in federally assisted housing and public housing.

**The new long-term outcomes linked to these goals are:**

- **Availability/Accessibility** – This outcome relates to programs that make services, housing, infrastructure, public services, or shelter accessible or available to low or moderate income persons, include those with special needs and/or disabilities.
- **Affordability** – This outcome relates to programs that provide affordability to low or moderate income persons and can include affordable housing.
- **Sustainability** – This outcome relates to programs that improve communities and promote viability such as removing slum and blight or other services that sustain communities.

To achieve these goals, CDGA conducted aggressive blight elimination efforts, supported active citizen participation in monitoring problem properties and organizing efforts to address quality of life issues and encouraged the economic integration and revitalization of neighborhoods. Other priorities addressed in 2011 included integrating crime prevention into a variety of city services and capital improvements and expanding the city's aggressive efforts to combat lead hazards.

The City's ***Anti-Poverty Strategy*** emphasizes jobs and job creation. City departments utilized a variety of tools in 2011 to work cooperatively with the non-profit sector and the business community to leverage employment and economic activity in the City. In addition, in 2011, several non-profit agencies were funded to provide skilled job training and placement services and others were funded to provide technical assistance to businesses to help create new jobs. The ***Driver's License Recovery and Employability Project*** was again funded in 2011 to assist residents with driver's license restoration enabling them the ability to seek employment not only in the City of Milwaukee, but also in outlying areas where job growth has been significant. The City also continued the successful Summer Youth Internship Program which utilized Federal funds to provide internship positions in City government for **132** low income youth. The Mayor's Office also spearheaded the expansion of the program to include leveraged funds from the private sector which resulted in several hundred additional positions.

The City's ***Economic and Community Development Strategy*** compliments its Anti-Poverty strategy by emphasizing the interrelationships and the need for the expansion of opportunities in the areas of education, employment, economic development and housing. In terms of targeting resources, Milwaukee continued its commitment to cluster developments and large impact development projects as well as directly funding agencies to assist businesses to create jobs.

In 2011, the City undertook activities as defined in the Housing Strategy in the Five Year Consolidated Plan. These activities included expanded homeownership and access to affordable housing for residents, the elimination of blighted structures, the sale and redevelopment of vacant lots, housing rehabilitation and new housing construction for sale to owner-occupants and affordable rental housing for large families, persons with special needs and the elderly. The City also funded programs to repair owner-occupied structures and substantially rehabilitate units for eventual homeownership.

These strategies have all helped to link job creation to the City's housing development efforts, expanded access to new resources for neighborhood development and improved coordination of housing and neighborhood efforts with other human service and economic development initiatives.

The City also engaged in activities to meet the needs of persons with special needs and the homeless such as: coordinating the expansion of permanent housing and supportive services options, increasing access to permanent housing and enhancing current data and information systems.

The City also placed an emphasis on addressing the critical issues facing Milwaukee's youth, such as: school truancy and dropout rates, safety, recreation, educational programs, employment and overall quality of life issues.

Lead-based paint hazards and their abatement continued to be a high priority for the City of Milwaukee. To that end, the following actions took place in 2011: continuous evaluation of lead abatement methods, grants/loans to assist homeowners and landlords in removing lead hazards, collaborative efforts with other housing programs to identify lead abatement and lead hazard reduction into total housing rehabilitation, education and training for homeowners, landlords and tenants regarding lead poisoning prevention and securing city, state and federal funding to finance lead hazard reduction activities.

The City's ***Public Housing Improvement Strategy***, formulated in conjunction with the Consolidated Plan, notes the following strategies for its residents including: efforts to provide opportunities for resident participation through economic development programs, home ownership programs and supportive services offered through drug elimination grants and economic development and supportive services grants at all its public housing developments. Other initiatives included the Housing Authority's commitment to expand their efforts to assist public housing and Section 8 residents to move to private market unsubsidized housing and the portability of residents who wish to relocate to other communities outside the city.

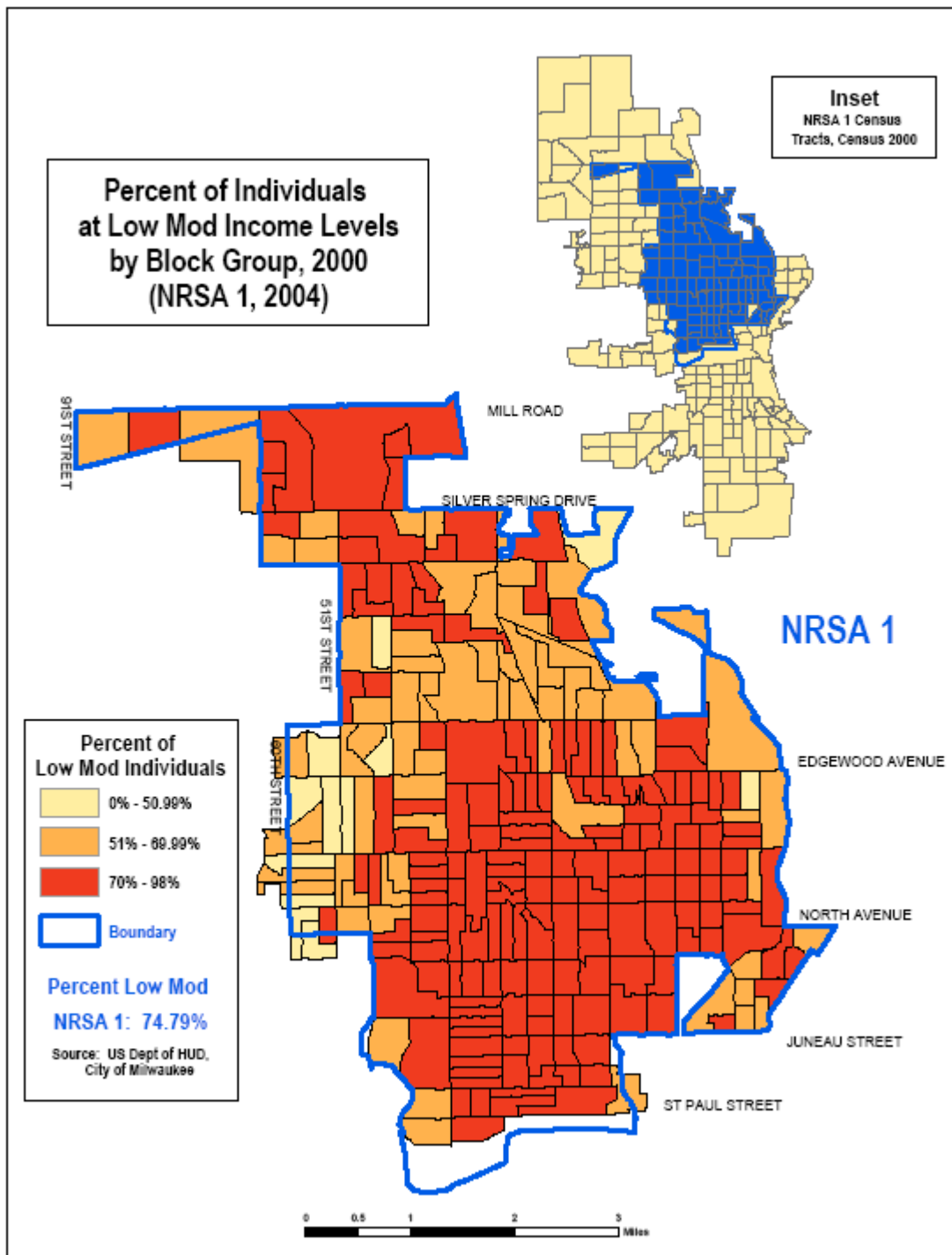
The City also funded programs to strengthen Milwaukee's communities and improve the quality of life for citizens, including programs such as community organizing (block club creation and support), crime prevention, nuisance abatement, neighborhood cleanups, and landlord/tenant programs.

The Community Development Grants Administration continued to promote policies and employed strategies to promote fair housing and fair lending to help remove barriers to affordable housing. To this end, the City approached planning and program development efforts in a comprehensive manner with the goal of increasing jobs and household income. The City also continued to investigate programs and supported initiatives which assist in removing barriers to employment for low income households, i.e., walk-to-work programs and access to programs that provide wrap around social, educational, employment and lifeskills services. Funding allocations in 2011 were designed to use a comprehensive approach to reduction of barriers by increased funding to a number of agencies that both target increased employment opportunities, expanded homeownership and quality, affordable rental housing in Milwaukee.

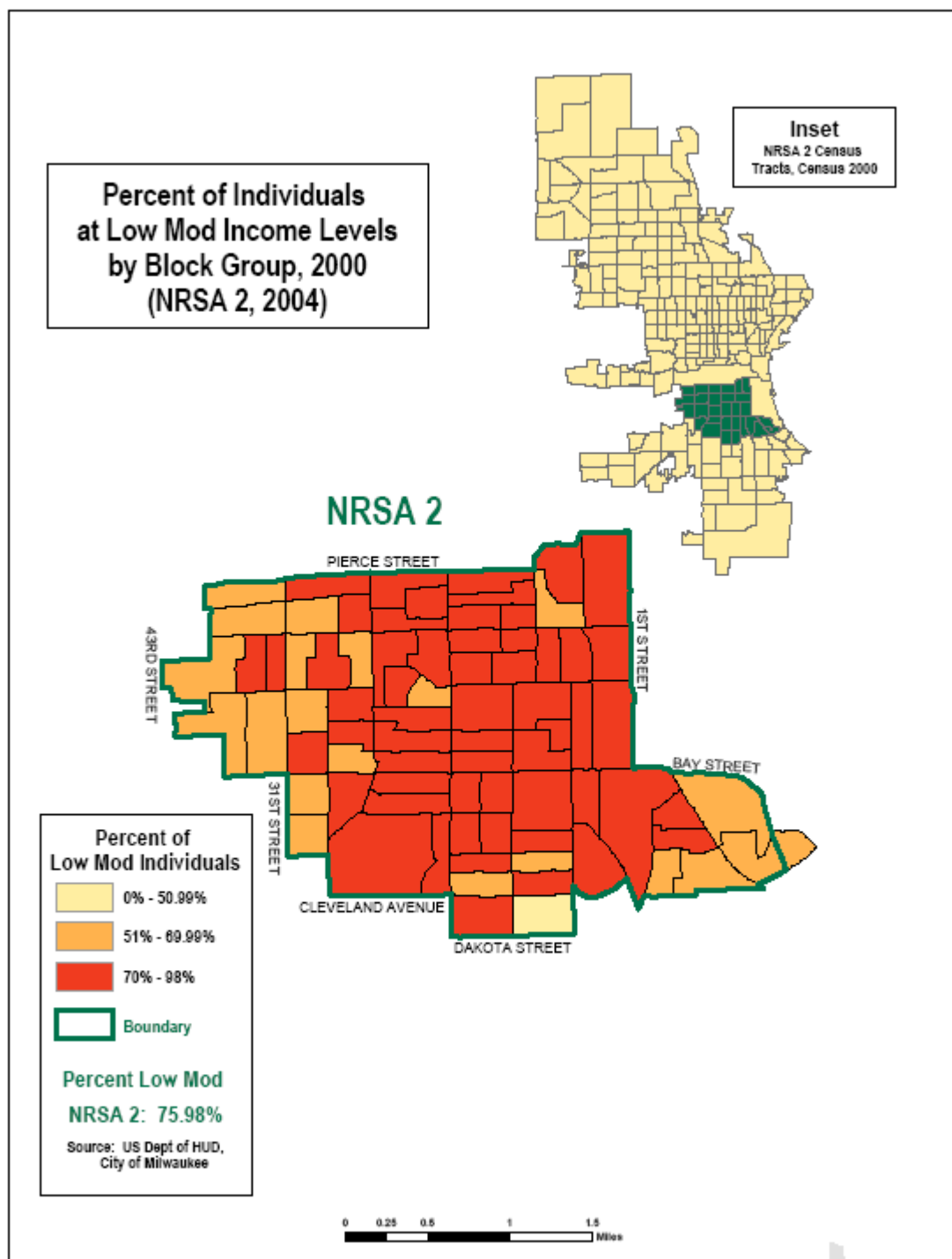
## **Summary of Resources and Distribution of Funds**

### **1) Provide a description of the geographic distribution and location of investment (including areas of low-income and minority concentration).**

**Geographic Distribution:** The geographic distribution for these entitlement funds, with the exception of HOPWA funds, is the Neighborhood Revitalization Strategy Areas (NRSAs). Services were also provided to low income residents in non-NRSA census tracts within the City of Milwaukee. The HOPWA funds cover the four-County Milwaukee Metropolitan Statistical Area comprised of: Milwaukee, Waukesha, Ozaukee and Washington counties. See maps and NRSA census tracts on the following pages.







## **NRSA BOUNDARIES**

### **NRSA 1 CENSUS TRACTS**

11,12,13,14,19, 20,21,22,23,24,25,26,27,28,37,38,39,40,  
41,42,43, 44,45,46, 47,48,49,50,59,60,61,62,63,64,65,66,67,  
68, 69,70, 71,72,79,80,81,82,83,84, 85, 86, 87, 88,89,  
90,91,92,93,96,97,98,99,100, 101,102,103, 104,105,106,  
107,108,110,111,112,113,114,115,116,117,118, 119, 120  
121,122, 123,124,133,134,135,136,137,138,139,140,141,146,  
147,148,149,150,151

### **NRSA 2 CENSUS TRACTS**

155,156,157,158,159,160,161,162,163,164,165,166,167,168,168,170,  
171,173,174,175,176,177,178,179,180.01,180.02,186,187,188

### **Racial/Ethnic Geographic Concentrations**

There continues to be racial and ethnic concentrations both within the City of Milwaukee and in the Milwaukee Metropolitan Statistical Area(MSA). According to the U.S. Census, 2000, there is a pattern of concentration of all minorities within the area generally considered to be the "central city." The concentration still remains greatest for African Americans and has been noted by several local and national research studies. Most marked is the concentration of African Americans within the city limits and the fact that only 1.5% of the suburban population of the four-County Milwaukee Metropolitan Area is Black.

Milwaukee's residential segregation has been studied for decades by local and national researchers and policymakers. The tremendous impact on the gaps between Black and Whites as it relates to income, mortgage loan disparity rates and educational attainment, has been cited in numerous national studies. It is important to note the overlay of economic segregation as this impacts employment and other opportunities for Blacks. CDGA-funded programs providing "seed capital" for new economic development activities continued to be a high priority in 2011 as a means of stimulating economic opportunities including job creation - for Milwaukee residents in the identified Neighborhood Revitalization Strategy Areas (NRSAs).

CDGA targeted 2011 funding to areas with the greatest need, namely the Neighborhood Revitalization Strategy Areas (NRSAs), which based on *Year 2000* Census data, has the highest number of low income persons in the City of Milwaukee. In each of the NRSAs, at least 70% of the total population falls within the HUD-defined low/moderate income category. Funding was also allocated for low income persons in non-NRSA census tracts within the City of Milwaukee. The major emphasis was on targeting resources to effectuate neighborhood revitalization by integrating housing, economic development and public services in a tightly defined geographic area through a clear and well planned development strategy.

### **Low Income Concentration**

Milwaukee is a city of 596,974 people located within the greater Milwaukee Metropolitan Area which has a population of 940,164 people. Recent population shifts include a movement to suburban areas and a loss of population in the city. Very low income households are concentrated in Milwaukee's near north, west, northwest and south side neighborhoods. Low income households dominate census tracts which are contiguous to the central city areas. Higher incomes (moderate and above moderate) are found in the surrounding areas. These areas are not strictly contiguous; there are several individual tracts with a median income noticeably different than those surrounding.

*(U.S. Census Bureau 2000).*

## **GENERAL CAPER NARRATIVES**

### **2) Assessment of One Year Goals and Objectives**

- a. Describe the accomplishments in attaining the goals and objectives for the reporting period.

### **PY 2011 General Narratives Response #2**

#### **Response: Assessment of Goals and Objectives**

##### **High Priority Objectives**

The Community Development Grants Administration(CDGA) has defined a Housing and Community Development 5-Year Strategy which focuses on creating viable neighborhoods and providing decent housing and economic opportunity for all residents. This community vision recognizes that housing is a critical part of a viable neighborhood system, which also includes public safety, education, employment opportunities, business development and access to community social services.

#### **The Consolidated Plan and 2011 Annual Action Plan includes the following high priorities:**

- ❖ Improve Milwaukee's housing stock; provide affordable, quality and decent owner-occupied and rental housing; create new homeownership opportunities; combat lead hazards utilizing funded housing programs.
- ❖ Eliminate poverty by supporting job creation and business expansion efforts through innovative economic development; support workforce development and skilled job training programs and initiatives which assist in removing barriers for low income households.
- ❖ Address the various issues facing youth such as education, unemployment, truancy, crime, violence, health and teen pregnancy.
- ❖ Continue aggressive blight elimination efforts and redevelopment of residential and commercial sites to facilitate job creation and housing development.
- ❖ Promote neighborhood resident/stakeholder involvement to help improve area social conditions, safety, physical appearance and living environment. Support active citizen participation in crime prevention, monitoring problem properties and in community organizing and other efforts to enhance the quality of life.

## **2011 Key Accomplishments**

In 2011, approximately **\$11** million in Community Development Block Grant (CDBG) and HOME entitlement dollars was allocated for direct housing and housing-related activities, including owner-occupied housing rehabilitation, acquire/rehab/sell, vacant and blighted homes, new home construction, rental rehabilitation and other categories. This resulted in the completion of **196** units of direct housing and/or major rehab activities. Other housing-related activities resulted in the following: homebuyer counseling programs assisted **216** *first-time* low-income homebuyers in closing home mortgage loans and **43** households received minor home repairs to their properties, furthering stability in Milwaukee's neighborhoods. In addition to these activities, **851** property units received graffiti abatement and **1,124** landlords received training on effective property management. Various types of tenant assistance, including tenant training, were provided to **2,690** persons.

In 2011, approximately **\$3.2** million in CDBG funds was allocated to anti-crime community development and quality of life related activities including: community organizing and crime prevention, drug house abatement, employment services, youth programming, health services, safe havens, truancy abatement and services for the elderly.

The 2011 accomplishments related to anti-crime activities involved **7,254** residents in: resident meetings and neighborhood improvement efforts such as cleanups, establishing new block clubs, and identifying hot spots, (drug houses or nuisance properties) which were referred to the appropriate authorities for action through the Community Prosecution program. In addition, **15,492** youth benefited from a variety of youth employment, educational and recreation initiatives. These varied organizing efforts correlate with the five-year strategy of the Consolidated Plan of increasing resident participation to improve the overall quality of life for residents.

CDGA-funded **Job Training and Placement** and **Job Placement** assisted **359** persons in obtaining employment and the **Special Economic Development** and **Large Impact Development** initiatives led to the creation of **113** new jobs for residents.

### **Other neighborhood improvement and quality of life initiatives undertaken in 2011:**

**Summer Youth Internship Program** – In 2011, the City allocated \$300,000 to enable **132** low income high school juniors and seniors to work in a variety of internship positions throughout City departments. The interns worked 20 hours per week over the course of eight weeks and were connected to the real-life world of work. Team leaders were hired to mentor the interns who also received training each week on personal and professional development. The program was so successful that funding was allocated to continue the program in 2012.

**FOCUS & Fire Prevention** – A total of **\$189,851** was allocated to install free smoke detectors and other social services for low income households including: fire inspections, blood pressure tests, stroke screenings and referrals for additional social services.

**Milwaukee Public Library Community Outreach & Technology Center** This program provided access to the Internet and word processing and the library's print and media resources. A total of **\$465,257** was allocated and **6,210** persons were served.

In 2011, approximately **\$1.6** million was allocated in CDBG/ESG funding for mandated and essential services such as homeless shelters and domestic violence prevention programs. Vacant lot/blight removal and land management programs received **\$1.0** million to manage and improve vacant lots for eventual redevelopment. Funds were also allocated to city-wide services including: fair housing, graffiti abatement and brownfields remediation. In addition, **68** community-based organizations received technical assistance to help strengthen their administrative capabilities and promote efficient services to the residents they serve. Enforcement services were provided to **414** clients to resolve housing and lending discrimination complaints.

**c. If applicable, explain why progress was not made towards meeting the goals and objectives.**

*Not Applicable*

**3) Affirmatively Furthering Fair Housing**

a. Provide a summary of impediments to fair housing choice.

**PY 2011 General Questions #3a response:**

**Affirmatively Furthering Fair Housing**

The Community Development Grants Administration completed a Fair Housing Impediments Study in 2005, in accordance with Sections 104(b) (2) and 106(d)(5) of the Housing and Community Development Act of 1974, as amended which requires that CDBG grantees certify that they will affirmatively further fair housing. The public comment period on the study was *September 28, 2005 to October 28, 2005*. There were no comments submitted to CDGA on the study. The City's Community & Economic Development Committee, which is the oversight body for the use of Federal funds, held a public hearing on the study on *November 29, 2005*. Representatives of the Metro Milwaukee Fair Housing Council led a detailed discussion on the major components of the study. Committee members stated their intentions to initiate a task force to work on implementing certain recommendations outlined in the study.

The following is a summary of impediments identified in the Fair Housing Impediments Study:

**a. Summary of Impediments:**

- ❖ Institutional and governmental policies and regulations which affect income and housing
- ❖ Non-coherent Federal housing mandates and Federal and State transportation policies
- ❖ Lack of enforcement mechanism for complaints of discrimination
- ❖ Lack of housing units accessible to persons with disabilities
- ❖ Overcrowded housing
- ❖ Lack of affordable housing supply
- ❖ Cuts in funding to Section 8 Housing Choice Voucher Program
- ❖ Lack of a Regional Housing Strategy or Plan
- ❖ Attack on the Community Reinvestment Act (CRA)
- ❖ Suburban policies (NIMBYism, impact fees, exclusionary zoning codes, exclusionary public housing or Section 8 Rent Assistance vouchers, inadequate public transportation).
- ❖ Social class, racial and cultural barriers
- ❖ Housing and employment discrimination
- ❖ Residential segregation
- ❖ Inadequate income
- ❖ Racial disparities in mortgage lending
- ❖ Insurance redlining; appraisal practices
- ❖ Racial steering

### **3b) Identify actions taken to overcome effects of impediments identified in the jurisdiction's Analysis of Impediments.**

#### **Actions underway to overcome the effects of impediments identified in the study.**

The City of Milwaukee funds multiple housing and other programs designed to affirmatively market Milwaukee neighborhoods and reduce barriers to affordable housing. These programs support the administration and enforcement of federal, state and local fair housing ordinances, provide homebuyer counseling services and collaboratively work with financial lenders to enable low and moderate-income families to purchase homes anywhere they choose. Viewed holistically, these programs accomplish several purposes at once: they affirmatively promote neighborhoods; enforce and further fair housing; expand on housing opportunities available to minorities and the poor within and outside of areas of minority concentration and help to strengthen neighborhoods by increasing homeownership and eliminating blight.

#### **City of Milwaukee Activities**

##### **Fair Housing Ordinance**

The City passed its first fair housing ordinance on December 12, 1967. In line with Wisconsin State Statutes enacted in 1965, the ordinance rendered unlawful any type of discrimination in the sale, rental or lease of housing based on race, color, religion, national origin or ancestry. Expressly prohibited were the following forms of discrimination: (1) Refusal to sell, lease, finance or contract to construct housing or to discuss the terms thereof; (2) Refusal to permit inspection or exacting different or more stringent price, terms or conditions related to the sale, lease or rental of housing (3) Refusal to finance or sell an unimproved lot or to construct a home or residence on a lot; or (4) Publishing, circulating, issuing, displaying or advertising the sale, financing, lease or rental of housing which states or indicates any discrimination in connection with housing.

The City's original fair housing ordinance was repealed and recreated on October 16, 1990. and again on December 16, 2008. Referred to as Chapter 109, it was subsequently amended to prohibit both housing and employment discrimination. Regarding housing, the law applies to all housing units intended for occupancy by two or more families living independently of each other, eliminates provisions against testing, and substantially increases penalties for non-compliance. The City subcontracted with the Metro Milwaukee Fair Housing Council and Legal Aid Society to handle complaints that are in violation of the City's ordinance and other federal and state laws.

##### **City of Milwaukee – Equal Rights Commission**

In 2009, the City re-established its Equal Rights Commission. The Milwaukee Common Council approved legislation on December 16, 2008 recommending a new ERC model. Commissioners for the ERC were confirmed in January 2009.

The City of Milwaukee ERC was established by ordinance with the broad objective of providing oversight and establishing collaborative working relationships with other organizations in Milwaukee, academia, and the business community to improve the equal rights climate in the City of Milwaukee. The goals are to maintain the City's oversight, investigative and enforcement capabilities over discriminatory practices not addressed and protected by federal and state laws. The following are the broad functional responsibilities of the new ERC:



**Oversight/Accountability**  
**Community Collaboration and Partnerships**  
**Prevention, Education, and Training**

The Equal Rights Commission has been fully operational since 02/10/09 when the first meeting was held. The Commission is charged with monitoring the employment, contracting, and program activities of the City, preparing and providing timely reports to the Mayor and Common Council on efforts to promote equal rights, equal opportunities, positive community relations, and to eliminate discrimination and inequities in City government and the City.

In order to help accomplish its mission, the Commission formed three Sub-Committees: the *Accountability Structure Sub-Committee*, the *Community Engagement Sub-Committee*, and the *Paid Sick Leave Ordinance(PSLO) Sub-Committee*.

Throughout 2011, the Commission held briefings with City departments to further understand department efforts in relation to equal rights issues. In addition, representatives from the Metro Milwaukee Fair Housing Council (MMFHC) presented an overview of their work and expressed continued interest in working with the Commission to streamline the referral process for housing discrimination complaints.

**City Subcontracts with Fair Housing Programs**

The **Metropolitan Milwaukee Fair Housing Council (MMFHC)** received a total of **\$112,387** in 2011 to affirmatively work toward integrated housing patterns by providing: fair housing/ fair lending presentations, research and technical assistance relative to fair housing/ fair lending issues, information relative to buying, renting and selling homes, counseling and investigation services to receive and resolve fair housing/fair lending complaints, distribution of a fair housing newsletter and a coordinated community-wide response to the problem of predatory lending.

One of MMFHC's 2011 CDBG-funded program activities is conducting ***Intake of Fair Lending Allegations***. This program activity includes intake and counseling to persons who believe they have encountered predatory lending or some other form of illegal activity under the fair housing and/or fair lending laws. Assistance is also provided to individuals who may be in disadvantageous, although perhaps not unlawful, loan arrangements. MMFHC provides assistance to complainants in a variety of ways, including counseling clients on loan options and programs, assisting individuals in obtaining more favorable loan terms and/or refinancing of the loan, and providing referrals to appropriate counseling agencies or programs, attorneys, Wisconsin Department of Financial Institutions, or other public agencies that administer state and/or federal fair housing and fair lending laws.

During 2011, MMFHC conducted a plethora of program activities that are aimed at achieving the long term goals of eradicating illegal lending practices and expanding housing choices and options. Specifically, through this program activity, MMFHC has assisted 153 households who have encountered lending-related problems, the majority (65%) of whom reside in predominantly minority or racially integrated neighborhoods. Moreover, 61% of all clients were either African American or Hispanic and 56% were female.

The issues confronted by the client population and MMFHC's assistance in ameliorating those problems and their subsequent resolution is indicative of MMFHC working towards achieving its goals to eradicate unlawful lending practices and expanding housing choice. In about 9% of the cases that have been resolved/closed, MMFHC was able to help the borrower acquire a lower cost loan that was appropriate for their individual circumstances – either by obtaining alternative terms for the existing loan through mediation or by assisting the homeowner in obtaining refinancing of a predatory or sub-prime loan. In 41% of the cases, MMFHC referred clients to entities including the Marquette Foreclosure Mediation Program, the Department of Financial

Institutions or other organizations for the remedying of possibly illegal loan situations, as well as local counseling agencies and other agencies serving first-time homebuyers.

As a result of its intensive activities, MMFHC was able to prevent homeowners from either continuing in, or entering into, a subprime or predatory loan that contained abusive, disadvantageous and/or illegal terms in about 9% of the cases it has handled since January 2011. MMFHC's proactive intervention in these situations was critical for these homeowners to maintain their homes and prevent them from spiraling into mortgage default and foreclosure. Of the households assisted, 15% were able to delay or avoid foreclosure due to MMFHC's assistance.

**MMFHC's Counseling and Investigative Services Program** investigated allegations from **98** individual fair housing complainants and continued to uncover insidious forms of systemic discrimination in the housing industry. MMFHC conducted tests in the rental, sales, insurance and lending industries throughout its service area. The results of testing activity have been particularly effective in legal action taken pursuant to complaints. The results of individual complaint activity and systemic cases have included filings with administrative agencies such as the U.S. Department of Housing and Urban Development and the Wisconsin Equal Rights Division, and case resolutions which include monetary and affirmative relief.

**MMFHC's Education and Outreach Program** informed home-seekers and housing providers about fair housing rights and responsibilities to ensure compliance with fair housing laws. Fair housing and fair lending presentations were given to civic, educational, and neighborhood groups. Specific examples include presentations conducted at United Community Center, Sojourner Family Peace Center, Alverno College, and Cardinal Stritch University. A total of **284** individuals were reached in 2011.

Additionally, MMFHC provided information and referral services on **1,197** occasions, and technical assistance to representatives of government, civic and industry groups and private individuals on **104** occasions throughout 2011. Accessing and networking with individuals and groups throughout the community was also an essential component of MMFHC's outreach activities, and **101** such contacts were made in 2011.

**MMFHC's Fair Housing Training Services** assisted housing professionals in the real estate, insurance and mortgage lending industries and provided contractual fair housing training. MMFHC conducted specialized seminars on fair housing issues for groups including the City of Milwaukee's Landlord Training Program. These seminars provided in-depth information on fair housing and fair lending laws, procedures and other related issues to **50** individuals.

**MMFHC's Fair Lending Program** worked to address fair lending issues in a variety of ways. Fair Lending staff answered calls from a predatory lending/foreclosure prevention hotline and conducted intake of **153** fair lending allegations in 2011. For most borrowers, after investigating the loan and discussing options with the client, Fair Lending Program staff worked with the borrowers and their lender or servicer to modify the terms of their loans, or to find other more appropriately priced loans. Fair Lending Program staff also helped consumers file complaints with the Wisconsin Department of Financial Institutions. Where appropriate, cases were referred to Legal Aid, other attorneys, lenders and/or housing counseling agencies.

Fair Lending Program staff were active leaders in the Milwaukee Homeownership Consortium (MHC), chairing the MHC's Foreclosure Outreach Workgroup and participating as a member on the MHC Resource and Oversight Workgroup. Fair Lending Program staff, in the role of Chair of the MHC's Foreclosure Outreach Workgroup, organized two day-long foreclosure prevention outreach events. Fair Lending Program staff continued to generate television, radio, and print coverage on predatory lending as part of its outreach and education. Staff disseminated informational brochures on predatory lending in English and Spanish and gave educational presentations to community groups and other audiences.

Fair Lending Program staff continued to convene a citywide group called the CRA Caucus. The CRA Caucus works to find ways to encourage lenders to live up to their commitments under the Federal Community Reinvestment Act (CRA). During 2011, members of the CRA Caucus provided input and technical assistance to national policy-makers interested in strengthening the Community Reinvestment Act and the Consumer Financial Protection Bureau. CRA Caucus members also worked with lenders to learn about their policies and loan products, to provide them with information on the credit needs of the community, and to help address those needs.

The ***Legal Aid Society of Milwaukee (LASM)***, Inc., received a total of \$45,317 in CDBG funds and represented vulnerable inner city residents who have been victims of predatory lending practices. Through its' A-LINE Project, the economic viability of clients has been increased and, in turn, the city neighborhoods in which clients live. Some 2011 successes include:

During 2011, the Legal Aid predatory lending project continued to be effective in reducing the number of foreclosures and combating predatory lending in the City of Milwaukee. Through LASM's representation of inner city residents who are facing foreclosure and have been victims of predatory lending practices, the result has been increased the economic viability for clients and, in turn, the city neighborhoods in clients live. The record high rates of foreclosure continued in 2011, and economic indicators predict that the rates will remain as high through 2012. LASM will continue to work to combat predatory lending practices and assist homeowners in foreclosure.

Mayor Tom Barrett's Milwaukee Foreclosure Partnership Initiative steering committee has been operating since its' inception in 2009 and continues to address foreclosures and the increasing damage to the city caused by lender walk-aways. LASM also continued to serve on the steering committee of the Milwaukee Foreclosure Mediation Program and assist this valuable program which is undergoing a transition from being housed at Marquette University Law School to a different organization.

LASM provides direct representation to hundreds of victims of predatory lending and foreclosure. In 2011, LASM opened 163 new foreclosure files to advise, assist, and represent homeowners in foreclosure. The following are several of the issues addressed in 2011.

In 2011, one of the main legal issues in foreclosure cases continued to be transitioning from temporary loan payment plans to permanent loan modifications. Many lenders are abusing this program and illegally and unfairly deny permanent loan modifications to homeowners. LASM has successfully worked with numerous homeowners to get unfavorable, unaffordable loan terms permanently modified into affordable loans. However, lenders often fail to offer final, permanent modifications or fail to meet the terms of the loan modifications negotiated with the borrowers. For example:

A Milwaukee client, who is also terminally-ill, was current on her mortgage but was finding the monthly payment too high. The client contacted her lender and was put into a temporary payment plan for 3 months. The agreement with the lender was if the client had completed the three payments, a permanent loan modification would be granted. The client met all of her obligations under the temporary payment plan, but did not receive the paperwork for the permanent loan modification. After 6 months, the lender declared her in default and doubled her monthly payment. Even then, she struggled to make the higher payment for 12 more months. Then, without warning, the lender foreclosed on her home. LASM represented the client in defending against this unjust, improper foreclosure action.

In 2011, LASM continued to successfully litigate claims for failure of the lender to establish it has standing to bring a foreclosure action, i.e. that the lender owns the note and mortgage. Through aggressive discovery and analysis, numerous instances of "robo-signing" have been uncovered and LASM has been successful in obtaining favorable settlements of foreclosure actions based on lack of standing.

LASM continued to challenge foreclosure actions on the grounds that the underlying loan was unconscionable, in violation of federal or state regulations or other grounds. For example:

An elderly client was convinced to refinance her home 5 times within 24 months with the last 2 refinancings having no benefit -- just fees for the mortgage broker. LASM raised the unconscionability of this loan as a defense to a foreclosure action and was successful in negotiating affordable loan terms for the client who is now able to stay in her home.

In 2011, LASM Aid represented several homeowners who victims of "lender walk-aways." It is not uncommon that lenders commence a foreclosure action, obtain a judgment, but choose not to proceed to sheriff's sale. Rather, the lender decides not to add the property to its' inventory. Often, the borrower has left the property because of the foreclosure and does not know that the title to the property has not been transferred to the lender. The property goes into disrepair and becomes a blight on the neighborhood. LASM recently represented a homeowner in a contempt motion in a foreclosure action seeking to require the lender to take possession of the property. The matter was settled when the lender agreed to take responsibility for the property, make repairs, and manage up-keep.

LASM has continued efforts to challenge the unconscionable practices of auto title lenders and pay day lenders. In particular, LASM challenged the practice of Wisconsin Auto Title Loans, Inc. of placing auto club dues into the loan principal. In 2011, LASM continued to litigate claims against Wisconsin Auto Title and recently the court certified the action as a class action, thus potentially obtaining redress for many thousands of borrowers. The class certification took hundreds of hours of legal work and potentially includes tens of thousands of class members. LASM is now conducting discovery and defending against appeals. In 2010, LASM reported on the Wisconsin legislature's banning of auto-title lenders. However, in 2011, the Wisconsin Legislature repealed this ban, and LASM is back in court challenging this predatory loan product.

LASM continued to represent borrowers in collection actions brought by third-party debt buyers engaged in unlawful debt collection. It is estimated that more than 90% of third-party debt collectors are unable to provide proper proof of ownership of the debts. For example, a disabled veteran was sued by a third-party debt collector on a debt that the client did not believe he owed. LASM challenged the debt buyer's standing to bring this action. The debt buyer, unable to sufficiently prove its ownership of the debt, dropped the collection action.

LASM remains highly committed to representing the interests of Milwaukee consumers. When homes are lost to foreclosure, they become empty and depress the value of the surrounding neighborhood. Helping clients retain their homes helps preserve the economic vitality of Milwaukee neighborhoods. Repossession of the family car or garnishment of wages, robs working families of the means to pay for shelter and transportation to work. By defending low-income Milwaukeeans from unwarranted foreclosure, repossession, and judgments, LASM continues to promote the economic vitality of the City of Milwaukee.

### **Annual Review of Lending Practices by City Comptroller**

The Milwaukee Common Council adopted legislation requiring the City Comptroller to prepare an annual report on lending practices by area financial institutions. Besides focusing on residential lending practices, the review also compared lending patterns by race and income and compares the racial loan denial rate for Milwaukee with forty-nine other large metropolitan areas in the country. Recommendations were provided for improving residential lending in those areas of the City where homeownership is lowest and annual reviews of the progress that City departments have made in implementing prior report recommendations. This report was distributed to community-based organizations, lenders and others to help facilitate action on the recommendations.

## **TITLE II Of the Americans with Disabilities Act of 1990(ADA)**

Title II of the ADA prohibits discrimination against persons with disabilities in all services, programs and activities made available by State and local governments. CDGA included this language in all contracts with funded organizations.

### **Section 504 of the Rehabilitation Act of 1973**

Section 504 prohibits discrimination against persons with disabilities and requires that a percentage of funded projects be handicapped accessible. CDGA routinely reviewed plans for multi-family housing and facilities where CDBG funded services are provided to ensure accessibility and participation by disabled persons.

### **SECTION 8 – Rent Assistance Program**

The Housing Authority of the City of Milwaukee (HACM) receives funds from HUD to operate its Rent Assistance Program (RAP). RAP pays rental subsidies to private landlords who rent to very low -income tenants in the program. Under the Housing Voucher Choice Program, units cannot exceed HUD's fair market rents, meaning that rents must be determined reasonable in relation to other units in the area. In the voucher program, tenants are able to rent units which have rents from 10% to 20% above fair market value when they locate to a "non-impacted" area --- where fewer than 40% of the families are below the poverty level.

HACM also participated in a program which markets the benefits of living in non-traditional residential areas and encouraged more rent assistance clients to move to such areas. This was accomplished through: orientation briefings to explain fair housing law, client location options and additional services; general counseling to families regarding housing choices and housing search skills; direct tenant referrals to available units in non-traditional areas resulting in the pro-integrative placement of families; and, the recruitment of new owners of units in non-traditional areas. During orientation and counseling, all RAP applicants were informed that they could seek housing anywhere they chose and were also informed of the portability provisions of vouchers and the advantages of locating to a non- traditional area. Listings of housing units were provided to applicants, including many in non-traditional areas. Also, a list of wheelchair accessible units was made available upon request for those in need.

In addition, the City continued its commitment to city-wide fair housing programs to help ensure accountability in lending by government-chartered lending institutions in the areas of: home purchase, home improvement and business loans, employment and promotional opportunities and contracting opportunities for minority and women-owned businesses.

### **Community Organizing to Strengthen Milwaukee Neighborhoods**

Community organizing is recognized as an important component in strengthening Milwaukee neighborhoods through resident action on crime prevention and housing blight. In 2011, **\$816,991** in CDBG funds was awarded to neighborhood organizations to undertake activities to make Milwaukee neighborhoods safer, cleaner and more attractive, which is essential to any effort to affirmatively promote fair housing choice. A total of **7,254** residents were directly involved in these activities.

**Independence First** - continues to provide referrals to accessible housing in and around the Metropolitan Area.

### **Homebuyer Counseling & Other Homebuyer Assistance Activities**

A total of **\$363,107** was allocated for homebuyer counseling and other homebuyer assistance activities which resulted in **216** mortgage loan closings for *first-time* low income homebuyers.

Besides pre-purchase counseling and mortgage loan assistance, funded agencies provided budget counseling and assistance with credit repair.

The counseling agencies met regularly to maintain a collaborative working relationship with one another. They addressed issues related to affordable home ownership resulting in the following system improvements to better serve prospective clients: utilization of a standardized data base, standardized employee qualifications and job descriptions, on-going training for home buyer counselors and the establishment of community outstations to improve access to homebuyer assistance services. Homebuyer counseling services have expanded to include assistance to residents in obtaining home improvement/repair loans, refinancing of existing mortgage loans, post purchase, tax default and mortgage default counseling.

These efforts all play a major role in affirmatively furthering fair housing and have helped result in the following accomplishments:

- ❖ Increased owner occupancy in areas previously neglected and ignored by lenders;
- ❖ Promotion of neighborhood stability and pride; increased City tax base;
- ❖ Promotion of the Central City as a desirable place to live and work;
- ❖ Education and training programs for lenders to help eliminate stereotypes that create barriers for prospective homeowners;
- ❖ Improved communication between community agencies and lenders;
- ❖ Increased access to mortgage and other lending by persons previously denied, namely persons of color.

<b>2011 Block Grant Awards used to Reduce Housing Impediments</b>	
<b>CDBG Funded –Activity</b>	<b>2011 Allocation</b>
Community Organizing/Crime Prevention/NSP	<b>\$816,991</b>
Home Buying Counseling Program	<b>\$363,107</b>
Metropolitan Milwaukee Fair Housing Council / Legal Aid Society	<b>\$157,704</b>
<b>TOTAL</b>	<b>\$1,337,802</b>

*Source: 2011 CDGA Program Records*

#### **4) Address Obstacles to Meeting Underserved Needs**

**Identify actions taken to address obstacles to meeting underserved needs.**

##### **PY 2011 General Questions #4 response:**

The City of Milwaukee engaged in the following initiatives in 2011:

- ❖ Supported the efforts of the Metropolitan Milwaukee Fair Housing Council & the Legal Aid Society.
- ❖ Supported changes in the Move to Opportunity Program to:
  - \*Open the program to residents other than occupants of public housing and HUD-funded projects.
  - \*Expand the jurisdiction of the program to all "non-impacted" census tracts in the metropolitan area.
  - \* Required recipients to maintain residence in "non-impacted" areas for the Length of the subsidy.
  - \* Continued the efforts of the Rent Assistance Program. Solicited new property owners in non-traditional areas; counseled tenants on housing choice and housing opportunities; and, continued outreach to property owner organizations.
- ❖ Continued to review the Comptroller's monitoring of local lending activities as authorized by the Socially Responsible Investments Ordinance.
- ❖ Continued the Summer Youth Internship Program for Milwaukee's low income unemployed youth.
- ❖ Funded job training and placement programs to improve job seekers' skills to employer needs; funded job placement programs that provided transportation to jobs in outlying communities.
- ❖ Funded the Driver's License Employability & Restoration Project to enable persons to seek employment in outlying areas.
- ❖ Improved coordination between economic development agencies and social service providers to target social service and other resources to residents.

## **5) Identify actions taken to foster and maintain affordable housing.**

### **PY 2011 General Questions #5 response:**

The City continued to promote and provide opportunities for low income citizens to access affordable housing. All of the programs listed hereafter in this section provide outcomes that are consistent with the goals articulated in the Consolidated Plan. The Plan indicated that efforts will be made to increase homeownership opportunities and to improve the condition of the City's rental housing stock with an emphasis on large family rental units.

### **Key components of the Housing strategy are:**

- ❖ Expanded homeownership opportunities; maintenance/improvement of existing units
- ❖ Expansion and maintenance of quality, affordable, rental housing
- ❖ Safe, well-maintained and revitalized neighborhoods
- ❖ Coordination of public and private resources

### **2011 Key Accomplishments:**

- 1) Provided opportunities for low income citizens to access affordable housing.
- 2) Increased the number of decent, safe and sanitary affordable rental units, with an emphasis on creating units to accommodate large families.
- 3) Increased the number of units accessible to persons with disabilities.
- 4) Continued owner-occupied housing rehabilitation for very low income households and construction of affordable new housing units.
- 5) Continued partnerships with lenders, developers and others in the private sector to utilize additional resources for housing development and rehabilitation.
- 6) Continued to support projects which involved work experience and apprenticeships for young persons in home repair and home construction such as the Freshstart/YouthBuild Housing Apprenticeship.
- 7) Continued to assist community housing development organizations in building capacity to improve their ability to undertake housing development projects.
- 8) Improved the condition of the City's rental housing stock through intensive code enforcement, landlord tenant educational programs and an aggressive receivership program for nuisance properties.
- 9) Continued to make available City-owned tax foreclosed properties available to nonprofit developers at reduced costs.
- 10) Supported efforts to reduce or eliminate predatory lending and racial discrimination in housing transactions in the City of Milwaukee.
- 11) Continued aggressive blight elimination efforts including spot acquisition, demolition, graffiti abatement, vacant lot redevelopment and infill housing.



- 12) Expanded homeownership opportunities through Homebuyer Counseling programs and other homebuyer assistance activities (budget and credit counseling, post purchase, tax default and mortgage default counseling).
- 13) Combated lead hazards through collaboration with existing housing programs and the Milwaukee Health Department.
- 14) Partnered with housing providers to begin implementation of projects funded through the City's City Housing Trust Fund, of which CDGA provides administrative oversight.

In addition, there are several other programs and projects that produced affordable housing opportunities for homeowners and renters, some of which include:

**The City of Milwaukee** operates a combination of residential rehabilitation programs, public housing, homeownership and fair housing initiatives, each designed to foster and maintain affordable housing.

The largest effort is public housing operated by the Housing Authority of the City Milwaukee (HACM) which manages several thousand housing units. With the units HACM owns and maintains and the Section 8 Rental Assistance program it administers, a large segment of Milwaukee's very low income population is provided with affordable housing. In conjunction with those efforts, programs operated by funded community-based agencies encourage the maintenance and upkeep of affordable housing.

**Acquire/ Rehab/ Sell/New Home Construction** - CDBG/HOME funds were allocated for this program which acquired, rehabilitated and sold houses to low income families as part of a comprehensive and targeted neighborhood initiative. Distressed properties that were slated for demolition were rehabilitated for income eligible homebuyers. Working with non-profit CDBG and HOME-funded groups, the City allowed these operators first priority at selected, tax-foreclosed properties for a nominal cost, generally not exceeding \$500. Properties renovated by funded non-profits were made available to low to moderate income buyers at the after rehab market value of the property. With the City absorbing the gap between the after rehab appraisal and the cost of development, renovated properties were made available and affordable for income eligible persons.

### **Neighborhood Improvement Programs (NIPs)**

In 2011, CDGA and the Department of Neighborhood Services partnered with community organizations to operate Neighborhood Improvement Programs (NIPs). These programs provided direct housing rehab services to abate building code violations for very low and extremely low-income owner occupants in the CDBG target area.

## **Department of City Development**

The City's Department of City Development (DCD) works to improve the quality of life in City neighborhoods by promoting affordable housing, increased homeownership and neighborhood stability. Working with a broad range of partners including other City Departments, community-based agencies, financial institutions, residents, developers, and the local philanthropic community, DCD provides resources to upgrade Milwaukee's housing stock and improve the quality of life for City residents.

DCD assists homeowners with improving their homes and their neighborhoods. Improving housing enhances the physical appearance of Milwaukee neighborhoods, encourages additional investment and promotes and retains owner occupants. Through the housing rehabilitation loan programs, DCD is a lender, technical advisor and resource generator. Success is measured over time through stabilized or increased assessments, increased neighborhood investment, and improved perceptions of the quality of life in the neighborhood.

The City of Milwaukee's Housing Strategy places a strong emphasis on clustering and targeting resources to achieve the maximum impact on City Neighborhoods. DCD utilizes the Home Rehab Program to implement this strategy through Targeted Investment Neighborhoods (TINs). The TIN Program is a neighborhood revitalization strategy in which DCD, working with neighborhood partners, focus resources in a defined geographic area in an effort to stabilize and increase owner occupancy, strengthen property values, and improve the physical appearance and quality of life in the neighborhood. In 2011, DCD operated 7 TINs.

Recognizing economic hardship and community needs, DCD made program changes in 2011. Prior to 2011, interest rates varied from 0% to 6% and assistance was available only in TINs. Beginning in 2011 loans, all HOME-funded loans have an interest rate of 0% and assistance is available to income-eligible clients anywhere in the CDBG area. Unlike in TINs, where up to \$10,000 of the loan is forgiven, owners of properties outside a TIN must agree to pay back 100% of the loan. The terms of payback loans vary, according to income. Households with combined incomes under 50% of area median income (AMI) may defer payment on the loan as long as they continue to own and occupy the property as their principal residence. Households with income over 50% AMI must make monthly payments on their loans. Payments are structured to make them affordable to the family. In 2011, loans assisting 69 housing units were approved.

DCD's *Owner-Occupied Home Rehab Initiative* utilizes CDBG/HOME funds to finance home rehabilitation for owner occupants (one to four units) meeting established income guidelines. The program supplements activities with funding from Tax Incremental Districts (TID) and local foundations. In 2011, CDBG- or HOME-funded rehabilitation loans were approved for the rehabilitation of **27** housing units. DCD's *Rental Rehabilitation Program* utilizes HOME funds to assist responsible landlords in providing safe, decent and affordable housing for income-qualified tenants. Based on the amount of HOME funds received, landlords must reserve a certain number of units for low and moderate income tenants for an extended period of time; generally five after the renovations are completed. In 2011, **23** housing units were rehabbed.

## **Targeted Investment Neighborhoods/CDBG Supplementary Activities**

DCD worked with residents in the CDBG area to address quality of life issues, encourage resident involvement and build resident leadership. Collaborations included partnerships with the Milwaukee Police Department (MPD); Department of Neighborhood Services (DNS); Department of Public Works (DPW); 30<sup>th</sup> Street Industrial Corridor, Greater Milwaukee Foundation (GMF), Harley Davidson Foundation, Genesis Behavioral Services, Woodlands Condo Association, Milwaukee Metropolitan Sewage District, In-Site Temporary Public Art, State of Wisconsin Department of Corrections, Lowe's Home Improvement Stores, The Nehemiah project, and several neighborhood block watches/associations.

Below are brief descriptions of a few of the collaborations.

### **Department of Neighborhood Services(DNS)**

Clean Sweeps is a collaboration between DCD and DNS within the TINs. DNS issues orders for graffiti, nuisance vehicles and substandard properties. This coordination of city services resulted in an immediate and visible impact that directly supported the improvement efforts in the TINs. In 2011, sweeps were conducted in the spring.

### **Department of Public Works (DPW)**

DPW provided special pickups at predetermined locations for neighborhood clean ups and worked with DCD on enhancements to the City-owned Witkowiak Park.

### **Wisconsin Department of Corrections and Genesis Restorative Justice**

DCD coordinated clean ups utilizing community service workers (CSW) in the Harrison Avenue and Woodlands TINs. Also, CSW distributed over 5,000 door hangars relating to foreclosure prevention and intervention. Genesis clients distributed NIDC program information, assisted with clean ups, and staffed a Housing Resource Fair.

### **Milwaukee Police Department**

DCD worked with officers to monitor vacant buildings, abate street level drug dealing/drug houses, and abate street prostitution.

### **Greater Milwaukee Foundation**

DCD received a \$25,000 grant, spread over 2010-2011, to facilitate Community Improvement Projects in the TINs. The GMF funds provided a match to the City Healthy Neighborhood dollars.

### **Harley-Davidson Foundation**

The Harley-Davidson Foundation provided grants to DCD to support the Nehemiah Project's Emerging Leadership Program. Their project was landscape maintenance in the Martin Drive neighborhood. Harley funds also assisted with the screening of the film "The Interrupters".

### **Bloom and Groom**

Through Bloom and Groom, neighbors distribute plants to be placed in residents' yards or in public/common areas. 11 neighborhoods participated in this event. Lowe's Home Improvement Stores offered plants at discounted prices.

### **Community Improvement Projects within the CDBG area**

Several projects were completed in 2011. Two examples are the Express Yourself 'Pop Up' Art Gallery in the Walnut Hill neighborhood and Kilbourn Park expansion in the Riverwest neighborhood. Working with neighborhood youth, Express Yourself Milwaukee (EYM) developed a gallery on a vacant lot featuring pictures youth involved with EYM. In Kilbourn Park, community gardens were expanded due to strong demand for plots from residents. Other projects include signage at the Woodlands Condominium Association, Witkowiak Park improvements, and a pocket park on West Vliet Street in the Martin Drive neighborhood.

## **City of Milwaukee Foreclosure Initiative**

In 2011, DCD continued its work to implement the recommendations and plan of the Milwaukee Foreclosure Partnership Initiative (MFPI). Formed in 2008, by Milwaukee Mayor Tom Barrett, the MFPI's mission is to build on the work that was already underway in the community to carry out a coordinated strategy to address the foreclosure crisis. The strategy includes *prevention efforts* to prevent similar issues from developing in the future, *intervention efforts* to assist homeowners at risk of losing their homes to foreclosure, and *stabilization efforts* for neighborhoods affected by increasing numbers of vacant foreclosed homes.

### **2011 accomplishments included:**

- DCD continued its support of the efforts of the Milwaukee Foreclosure Mediation Program (MFMP) with Marquette University Law School. The MFMP was launched to provide mediation services to borrowers and lenders to help homeowners save their homes from foreclosure. In 2011, 135 families were able to save their homes from foreclosure through the program; since the program began in September of 2009, over 400 families had achieved successful workouts of their foreclosure.
- DCD continued work in the Milwaukee Homeownership Consortium ("Take Root Milwaukee"), another MFPI initiative that was formed by the City in 2009 to promote and preserve homeownership. 33 members are participating in the Consortium, including banks, nonprofit housing counseling agencies, government, realtors, foundations and non-profits.

The consortium also sponsored over 100 homeownership events and Take Root members assisted over 400 families in purchasing a home, including 150 foreclosed homes. In regard to foreclosure intervention, Take Root members participated in over 40 foreclosure intervention events reaching over 700 individuals. In addition, over 750 individuals received assistance through the Take Root foreclosure help hotline. In 2011, Take Root was recognized with a Milwaukee Awards for Neighborhood Development and Innovation (MANDI) by LISC.

- DCD worked with local lenders to ensure access to capital to support homebuying and foreclosure redevelopment efforts in City neighborhoods. Partnerships with US Bank and Pyramax Bank provided mortgage financing for homeowners purchasing foreclosed properties. US Bank also set up a \$1 million 0% interest loan fund to assist developers in the City's Neighborhood Stabilization Program.
- DCD also continued its efforts to expand resources for foreclosure intervention counseling in 2011. In a partnership between the City and Greater Milwaukee Foundation, a neighborhood based foreclosure intervention counselor provided targeted intervention counseling services in the City's Healthy Neighborhoods and Targeted Investment Neighborhoods (TINs).

## **Other Housing Initiatives**

### **SECTION 8 – Rent Assistance Program**

The Housing Authority of the City of Milwaukee (HACM) receives funds from HUD to operate its Rent Assistance Program (RAP). RAP pays rental subsidies to private landlords who rent to very low income tenants in the program. Under the Housing Voucher Choice Program, units cannot exceed HUD's fair market rents, meaning that rents must be determined reasonable in relation to other units in the area.

### **Housing Trust Fund**

During 2006, the Common Council and Mayor of the City of Milwaukee voted to provide \$2.5 million in bonding to capitalize a Housing Trust Fund in 2007. Ongoing revenue from the City budget continues to be the source of funding. Additional revenue sources to maintain the Trust Fund include revenue from: a) Potawatomi gaming proceeds; b) Tax Incremental Financing (TIF) expansion dollars, and; c) Designated PILOT funds.

In 2011, a competitive application process was conducted and the City of Milwaukee received fourteen responses to its Housing Trust Fund Request for Proposals totaling \$4.5 million. Following a review by the Housing Trust Fund Technical Committee, the Milwaukee Common Council and Mayor Tom Barrett approved the following projects, all of which help house the homeless population, help low income families purchase homes or rehab homes they currently own, and create affordable decent rental properties.

### **HOUSING TRUST FUND ALLOCATIONS-2011**

<b><u>Community Advocates</u></b> Located at 3410 W. Lisbon Avenue this development will contain 21 units of transitional supportive housing for low-income persons who were chronically homeless and suffering mental illness. The Project will be home to the Autumn West program.	<b>21 units / \$173,464</b>
<b><u>Riverwest Development Corp.</u></b> Located at 3372 N. Holton Street this development will contain 36 units of affordable rental housing. The project is rehabilitating an old industrial site.	<b>36 units / \$230,000</b>
<b><u>Layton Blvd, West Neighbors</u></b> Rehabilitation of existing foreclosed homes within the targeted neighborhood of W. Pierce St. to W. Lincoln Ave., S. Layton Blvd. to W. Miller Parkway. This project was funded to provide homeownership opportunities for low-income households. The project will rehabilitate vacant and foreclosed homes. Additional funding sources may include NSP funds. This is the third round of funding for this project.	<b>2 units / \$30,000</b>
<b><u>Northcott Neighborhood House</u></b> This project was funded to provide homeownership opportunities for low-income households. The project will construct 2 fully accessible units, in the "Bronzeville" district, utilizing their Youthbuild training participants.	<b>2 units / \$105,000</b>
<b><u>Dominican Center for Women</u></b> This project was funded to provide home repairs for low-income owner-occupied households with an emphasis on recruiting applicants from the Center's target area. The majority of recipients are elderly households. The Center is located at 2470 West Locust Street.	<b>12 units / \$125,000</b>

## Summary of Progress

### **Comparison of Actual Housing Accomplishments with Proposed Goals for the 2011 CDGA Program Year**

Activity	Strategy	HUD Objective	HUD Outcome	HUD Performance Indicator (# units)	FY 2011 benchmarks (#units)	FY 2011 Actual
Acquire/Rehab/Sell	Expand the supply of affordable housing units for low income persons through acquisition/ rehab/ sale activities	Decent Housing	Affordability	# affordable units complete & sold to eligible persons	<b>45</b>	<b>39</b>
New Housing production(rental & owner-occupied)	Construct new owner-occupied and/or rental housing for income eligible households.	Decent Housing	Affordability	# affordable units complete & sold to eligible persons  #rental units complete & occupied by eligible persons		
Rehabilitation of existing rental units	Rent rehab: Provide forgivable loans for the rehab of residential rental units for occupancy by low-moderate income households.	Decent Housing	Affordability	#affordable rental units complete & code compliant	<b>50</b>	<b>34</b>
Owner-Occupied Rehab Programs (Non profit agencies & City departments)	Provide forgivable housing rehab loans for repairs based on interior and/or exterior municipal code violations.	Decent Housing	Affordability	#owner-occupied units complete & code compliant	<b>150</b>	<b>149</b>
NIP Supplemental Home Repair	Provide vouchers to income eligible homeowners for small home repairs to residential property.	Decent Housing	Affordability	#owner occupied units complete & properties improved	<b>40</b>	<b>43</b>
Housing Accessibility Program	Construct handicapped ramps and other accessibility modifications	Decent Housing	Availability/ Accessibility	#units constructed & persons with increased accessibility	<b>25</b>	<b>36</b>
Graffiti Abatement	Abate graffiti nuisances on residential properties	Decent Housing	Affordability	#units of graffiti abated & properties improved	<b>600</b>	<b>851</b>
Lead Prevention & Abatement	Combat lead hazards through Inspection, testing and abatement in collaboration with existing housing rehab programs and the Milwaukee Health Department.	Decent Housing	Affordability	#units of housing tested & abated of lead hazards	<b>250</b>	<b>265</b>

Activity	Strategy	HUD Objective	HUD Outcome	HUD Performance Indicator (# units)	FY 2011 bench marks	FY 2011 Actual
Housing-Targeted Code Enforcement	Increase targeted code enforcement to decrease decline in target areas	Suitable living environment	Sustainability	# residential structures brought into code compliance	1,500	1,808
Code Enforcement-Tenant Assistance program & Landlord/Tenant Compliance	Address identified code violations on rental properties through rent withholding and rent abatement; use rental proceeds for repairs related to health, safety and welfare of tenants.	Suitable living environment	Sustainability	#households assisted & number of repairs	1,700	2,768
Code Enforcement-Receivership of Nuisance properties	Address nuisance properties through Court ordered receivership to abate the nuisance, correct dangerous and defective conditions and maintain the premises consistent with securing safe and habitable conditions.	Suitable living environment	Sustainability	#properties inspected for receivership action & number of nuisance properties abated	50	57
Cleanup of Contaminated Sites (Brownfields)	Remediation of Brownfields for eventual redevelopment	Suitable Living Environment	Sustainability	#new housing units and/or jobs created for low income persons	10	10

\*The U.S. Dept. of Housing & Urban Development does not count units as complete until they are sold. Units complete or where rehab is underway, will be counted once they are sold to an income eligible beneficiary.

## Major Housing Projects

<u>Project Name/Description</u>	<u>Funding</u>	<u># Units proposed</u>
<p><b><u>Scattered Sites III</u></b>  This project is promoting safe, clean, affordable, and energy efficient housing on Milwaukee's north side. Single family homes have been developed at 24 different city-owned vacant lots. The project will provide more suitable housing for a neighborhood with income lower than the Milwaukee County average and housing stock that is generally older and has significant deferred maintenance.</p>	\$500,000 (HOME)	11/HOME
<p><b><u>Riverworks Apartments</u></b>  This project will convert a formal industrial building in the Riverwest area to 36 affordable rental units, utilizing Low Income Housing Tax Credits (LIHTC) and HOME funds. This area of the city has received minimal LIHTC and HOME investments in the past and that makes this a catalytic project for the area.</p>	\$330,000 (HOME)	11/HOME
<p><b><u>Milwaukee Builds/YouthBuild Program</u></b>  This program provides on-site housing construction and rehabilitation training and work experience, off-site academic classes and supportive services for at-risk young people. The program provides young people with education, employment skills and career direction leading to economic self-sufficiency while also creating affordable housing opportunities in the community. Non-profit community-based agencies were funded to undertake this program. Five (4) units were completed in 2011 with four (3) other units in progress.</p>	\$285,330 (CDBG) \$400,000 (HOME)	3 HOME/CDBG
<p><b><u>Autumn West</u></b>  This project involves the construction of 21 units of transitional affordable rental housing, utilizing Community Development Block Grant Emergency Assistance funds and HOME funds. Vacant parcels of land were assembled and HOME funds are being used to assist in the construction. Location: N. 34<sup>th</sup> Street and W. Lisbon Avenue</p>	\$650,000 (HOME)	21/HOME



## 6) Leveraging Resources

### a. Identify progress in obtaining "other" public and private resources to address needs.

#### PY 2011 General Questions #6a response:

##### Response:

**Leveraging Resources-** The City of Milwaukee is committed to leveraging funding resources from other types of public and private sources for community development projects funded through CDGA. The projects receiving Emergency Shelter Grant (ESG) funds utilize CDBG funds to match the use of the ESG funds. Also, in addition to CDBG funds, other State funds and non-governmental funds are used in conjunction with shelter related activities. The City's Retail Investment Fund, which assists small businesses, also leverages significant amounts from private investment.

The housing rehabilitation projects leverage funds from the private sector mostly in the form of funds borrowed from lenders providing construction financing and permanent financing. State of Wisconsin Low Income Housing Tax Credits directly provide a needed subsidy in low-income rental projects by selling the credits to investors. HOME funds are sometimes combined with CDBG funds and/or private funds.

Economic development funds have complimented projects from the Department of Justice, Safe Havens which directly impact community security and safety issues. In 2011, the High Intensity Drug Trafficking Areas (HIDTA) program was again funded to compliment similar CDBG-funded activities.

#### **2011 CDGA Grants**

Community Development Block Grant (CDBG)	HUD Entitlement Grant	<b>15,282,256</b>
HOME Investment Partnership (HOME)	HUD Entitlement Grant	<b>6,091,162</b>
Emergency Shelter Grant (ESG)	HUD Entitlement Grant	<b>740,157</b>
Housing Opportunities for Persons with AIDS(HOPWA)	HUD Entitlement Grant	<b>576,432</b>
Weed & Seed-Historic Clark Square(10/1/10-9/30/11)	U.S. Dept. of Justice	<b>157,000</b>
Juvenile Accountability Block Grant (7/1/10-6/30/11)	State of Wisconsin-Office of Justice Assistance	<b>87,415</b>
High Intensity Drug Trafficking Area(HITDA) (01/01/2010-12/31/2011)	U.S. Dept.-Office of National Drug Control Policy	<b>744,000</b>
Milwaukee Youth Construction Training-Project A	U.S. Dept. of Labor	<b>238,755</b>
Growing Milwaukee	U.S. Dept. of Labor	<b>381,000</b>
Port Grant-Enhancing Prevention, Protection, Response & Recovery	U.S. Dept. of Homeland Security	<b>64,495</b>
Port Grant-Marine Domain Awareness	U.S. Dept. of Homeland Security	<b>135,596</b>
Port Grant-Exercise	U.S. Dept. of Homeland Security	<b>148,658</b>
Port Grant-Management & Administration	U.S. Dept. of Homeland Security	<b>18,046</b>
Housing Trust Fund	City of Milwaukee, Wisconsin	<b>400,000</b>
Neighborhood Stabilization Program 1-Federal	Housing & Economic Recovery Act	<b>9,197,465</b>
Neighborhood Stabilization Program 1-State	Housing & Economic Recovery Act	<b>1,461,792</b>
Neighborhood Stabilization Program 1-State Consortium	Housing & Economic Recovery Act	<b>1,997,556</b>

Homelessness Prevention & Rapid Re-Housing Program	American Recovery & Reinvestment Act	<b>6,912,159</b>
Community Development Block Grant(CDBG-R)	American Recovery & Reinvestment Act	<b>4,518,509</b>
Port Security Grant Program	American Recovery & Reinvestment Act	<b>423,773</b>
Neighborhood Stabilization Program (NSP 2)	American Recovery & Reinvestment Act	<b>25,000,000</b>
Neighborhood Stabilization Program (NSP 3)	Dodd-Frank Act	<b>2,687,949</b>
Martin Luther King Economic Development	State of Wisconsin-Dept. of Commerce-Emergency Assistance Program (CDBG-EAP)	<b>895,371</b>
Northwest Side Community Development Corp.	State of Wisconsin-Dept. of Commerce-Emergency Assistance Program (CDBG-EAP)	<b>905,601</b>
Autumn West Project	State of Wisconsin-Dept. of Commerce-Emergency Assistance Program (CDBG-EAP)	<b>1,500,000</b>
Business Mitigation	State of Wisconsin-Dept. of Commerce-Emergency Assistance Program (CDBG-EAP)	<b>2,250,000</b>
Milwaukee Metropolitan Sewerage District(KK River & Falk Project)	State of Wisconsin-Dept. of Commerce-Emergency Assistance Program (CDBG-EAP)	<b>8,200,000</b>
Pathways Out of Poverty-Jobs for the Future	U.S. Dept. of Labor-Workforce Investment Act & American Recovery & Reinvestment Act	<b>1,075,000</b>

**6b) Describe how Federal resources from HUD leveraged other public and private resources.**

**Response: Coordination of Public and Private Resources: High Priority**

As can be seen in the following examples, in 2011, CDGA continued its concerted effort to coordinate and maximize federal grant funds with public and private investments, with the goal of significantly enhancing the viability of Milwaukee neighborhoods and meeting the priorities established in the HCD 5-year Strategy.

- Linking job creation to the City's housing development efforts: The City's housing development projects effectively linked job creation to their CDBG/HOME-funded programs. Neighborhood Improvement Project (NIP) housing rehabilitation programs promoted the development of small contractors, particularly minority, women and disadvantaged business enterprises.
- The City's *Receivership Program* is an interdepartmental effort of the Department of Neighborhood Services, City Attorney's office and the Milwaukee Police Department to abate nuisances or blighted properties, which threaten to destroy a neighborhood by forcing property values down. CDBG dollars enhanced this initiative and in 2011, 57 actions were undertaken against problem and nuisance properties.
- CDBG/HOME funds also enhanced public-private partnerships between the City, non profit organizations and the private sector such as the *Milwaukee Mainstreets Program*, *Summer Youth Internship Program*, *Homebuyer Assistance Program* and *HACM's* homeownership initiatives.

- In 2011, through the combined efforts of Federal, State and local anti-drug and law enforcement agencies, the City again received a grant from the United States Office of National Drug Control Policy to combat drug trade and use. The *High Intensity Drug Trafficking Area (HIDTA)* grant, administered by the City on behalf of the *Safe and Sound Program*, is a Federal project funded through the Office of National Control Policy and represents a coordinated approach to combating local drug trafficking and drug use. The *Safe and Sound Program* utilizes tough law enforcement and prevention by offering after school and weekend safe havens that provide educational, social and recreational activities for youth.

**c. Describe how matching requirements were satisfied.**

**PY 2011 General Questions #6c response:**

ESG was matched with CDBG funds. There was no HOME match required in 2011 due to Disaster Declarations for the City and County of Milwaukee.

## **CITIZEN PARTICIPATION**

### **7) Provide a summary of citizen comments.**

#### **PY 2011 Citizen Participation #7a response:**

To ensure adequate and accessible citizen participation, the City of Milwaukee adopted a Citizen Participation Plan, which was reviewed and approved by the Common Council of the City of Milwaukee on April 23, 1991, (Common Council File Number 902098). The plan outlines the procedures and processes used by the City and has since been updated and revised. The document was subsequently submitted to HUD.

**Citizen input into the 2011 CAPER.** In accordance with the regulations of the U.S. Department of Housing and Urban Development, the City of Milwaukee prepared a "draft" of the 2011 CAPER Report covering the City's Community Development Program from January 1, 2011 through December 31, 2011. The public comment period for review of the Report was **February 24, 2011 through March 26, 2012.** CDGA published the availability of this report on the City's website and in the following publications on the dates listed and has submitted copies for public review at local libraries, CDGA offices and the City Legislative Reference Bureau.

- 1) Milwaukee Journal/Sentinel, February 10, 2012
- 2) Port Publications/Ozaukee Press, February 9, 2012(HOPWA)
- 3) The Waukesha Freeman, February 9, 2012 (HOPWA)
- 4) Milwaukee Community Journal, February 10, 2012
- 5) El Conquistador, February 17, 2012
- 6) West Bend Daily News, February 8, 2012(HOPWA)

### **7b) Describe how consideration was given to comments or views of citizens, received in writing or orally at public hearings, in preparing the CAPER.**

#### **PY 2011 Citizen Participation #7b response:**

CDGA welcomes the views and input of citizens and other stakeholders as it pertains to the CAPER and other reports disseminated to the public. Any comments, letters or other correspondence received are considered and are included in reports submitted to HUD.

## **8) Institutional Structure**

**Describe actions taken during the last year to overcome gaps in institutional structures and enhance coordination.**

### **PY 2011 Institutional Structure #8 Response:**

**Institutional Structure to Carry Out the Plan:** The City of Milwaukee views the system of implementation of housing and community development strategies from the vantage point of the neighborhood level. The establishment of contiguous NRSA's, has been a bold move towards defining neighborhoods and involving stakeholders in activities that address identified neighborhood issues. The Neighborhood Revitalization Strategy Areas were developed to more efficiently target resources to identified areas in need.

NRSA is a formal designation from HUD concerning a distressed area of a community that allows more effective targeting of community development resources. This allows the City of Milwaukee an opportunity to formally recognize a distressed community area as the target for a coordinated effort to leverage funding and partnerships to spur reinvestment into local human and economic capital.

The long-term goal of a NRSA is greater self-sufficiency for neighborhood residents and other stakeholders. The City utilized NRSAs in 2011 as a tool for community reinvestment in response to the community's distress.

In addition to the NRSA structure, there are several other components that were utilized to carry out the activities that benefit stakeholders of these areas, of which the City and CDGA play a major role.

### **Structure 1**

Activities funded by and under the control of the Community Development Grants Administration.

Many 2011 funded activities were under the direct control and funded by the Community Development Grants Administration. As was stated previously, these activities were primarily funded by Community Development Block Grant, HOME, HOPWA and Emergency Shelter grant funds. Funded activities were implemented by the responsible organization and monitored by the CDGA.

### **Structure 2**

Activities carried out by City Departments using a variety of funding sources.

These activities required collaboration of City Departments for successful implementation. A variety of funding sources were utilized depending on the type of project. Coordination of these activities required responsiveness to the funding source and occurred between the City Departments involved in the project.

### **Structure 3**

Activities carried out by City Departments in cooperation with non-city organizations

Some activities required a City Department to collaborate with a non-City organization for planning and/or implementation. This structure required very careful and deliberate efforts at coordination of activities. This structure also required open and on-going communication among the organizations involved in the specific collaboration.

In structuring a collaborative effort, the City's needs, resources and goals must be carefully integrated with the needs, resources and goals of the other partners in the project. This is a complex undertaking because each of the partners in the project may be accountable to a different funding source. In spite of the complexity of coordinating various collaborative efforts, the City of Milwaukee continued to pursue these relationships in an effort to link resources and meet the goals of providing decent housing, establishing suitable living environments and expanding economic opportunities.

#### **Structure 4**

##### **Activities carried out by Non-City Organizations**

The majority of social service, public service, income transfer, and health services delivered in the City of Milwaukee were administered by non-City organizations. These vital services are an essential part of the comprehensive community development effort. There is no formal institutional structure to coordinate these disparate services with services delivered by City Departments.

The organizations that carried out these services had to do so in a manner that satisfied their funding source. The City made every effort to be involved with non-city organizations, including other non-profit enterprises and for profit businesses and continued to work on collaborative efforts with other organizations and communicated the goals and policies of the City.

##### **Priorities Addressed in 2011:**

- a) Placed a high priority on Interdepartmental coordination including collaboration between the Dept. of Neighborhood Services, the Dept. of City Development, the City Attorney's Office, the Health Dept. and the Milwaukee Police Department to reduce the negative impacts of nuisance/blighted properties through the Receivership Program.
- b) Continued collaborative neighborhood improvement programs involving City departments and community-based agencies such as the Mainstreet Program, Neighborhood Clean-ups, City-Wide Housing Coalition, Landlord/Tenant/Training, the Health Department Lead Abatement/Prevention Program and the Community Prosecution Program.
- c) Coordinated City databases with those of community and other governmental entities to allow citizens and community groups to access the City's database to complete housing condition surveys, obtain information on property ownership, tax delinquency, outstanding building code violations and past rehab activity.
- d) COMPASS Program – Provided public access to data for the public and community-based agencies; technical assistance to community-based agencies in gathering and researching data, internet mapping and data analysis of CDGA-funded activities.
- e) Continued updates and improvements to CDGA's web site to include pertinent information for community-based agencies and the public at-large.
- f) Continued collaborations and partnerships with non-City organizations for planning and program implementation purposes.
- g) Continued to advocate for additional resources for a coordinated approach to community development and planning to address poverty issues and community renewal initiatives.

## **MONITORING**

### **9) Describe actions taken to monitor the jurisdiction's performance in meeting objectives and outcomes set forth in its strategic plan.**

#### **PY 2011 Monitoring #9a response:**

In accordance with its Consolidated Plan, the City participated in activities to address identified neighborhood and community priorities. Programs for 2011 were carried out in conjunction with the following four broad strategies to effectuate progress in achieving the stated goals:

- ❖ **Create jobs through aggressive economic development**
- ❖ **Revitalize neighborhoods by targeting resources to make a clear and measurable impact**
- ❖ **Eliminate barriers to employment by working in partnership with community stakeholders**
- ❖ **Create and maintain affordable homeownership opportunities and affordable, quality, rental housing for community residents.**

The long-term outcomes expected from these strategies are:

- ❖ **Reduced Crime**
- ❖ **Increased Property Values**
- ❖ **Increased Economic Vitality**
- ❖ **Improved Neighborhood Quality of Life**

To achieve these goals, CDGA conducted aggressive blight elimination efforts, supported active citizen participation in crime prevention and eliminating nuisance properties and organizing efforts to address quality of life issues. Other priorities addressed in 2011 included facilitating the economic integration and revitalization of neighborhoods, skilled job training and placement programs, new job creation initiatives and a variety of activities which fostered new homeownership and improved the condition of rental housing for residents. Activities also included integrating crime prevention into a variety of city services and capital improvements, expanding the city's aggressive efforts to combat lead hazards and City efforts to eliminate graffiti.

#### **Performance – Based Measurement System for funded Activities**

**Moving to Outcomes:** In conformance with the requirements of the U.S. Dept. of Housing and Urban Development, CDGA assessed the performance and progress of agencies towards addressing issues facing the areas in which they serve.

In addition, as part of this ongoing assessment of performance of funded programs, all funded agencies were required to link goals and activities with outcomes and collect the data associated with proposed outcomes.

Monthly performance reports were required of all funded groups. In addition, a bi-annual report was also required explaining the data source, along with an assessment on how the selected outcomes led and/or contributed to one or more of CDGA's Long Term Outcomes, as listed on the previous page. Funded agencies were also required to submit a final 2011 year end report detailing their accomplishments and providing a self assessment of their funded activities.

It is understood that the development and implementation of a performance measurement system will continue to be an evolving process, in which CDGA will continue to work with funded agencies to identify realistic outcomes that suitably relate to the funded activities.

**Components of CDGA's Performance Measurement System:**

**Activity Workplan Components**

(contractual requirement of funded agencies)

- ❖ Activity to be performed
- ❖ Timetable to perform the activity
- ❖ Method to be utilized to perform the activity
- ❖ Agency Mid-Term Outcomes expected from the funded activity (includes number of units upon completion of project/activity)
- ❖ Agency Long-Term Outcomes expected from the funded activity (includes the benefits that result from a program). Outcomes typically relate to a change in conditions, status, attitudes, skills, knowledge or behavior. Common outcomes could include improved quality of life for program participants, improved housing stock, economic vitality, increased property values, reduced crime or neighborhood revitalization.

**Outcome Measurement Workplan Components**

(contractual requirement of funded agencies)

- ❖ Identified Long-Term Outcomes
- ❖ Outcome Measure
- ❖ Data Source for expected outcomes
- ❖ Data Collection Methods for expected outcomes

Based on the performance data received from funded groups, the following overall accomplishments were reported:

- ❖ Crime reduction in various neighborhoods
- ❖ Increased housing values and increased owner occupancy
- ❖ Improved rental housing for families
- ❖ Quality of life issues were addressed
- ❖ Improved economic vitality through new businesses; new job creation and job training and placement programs
- ❖ Improved school attendance, grades and youth employment through the provision of various youth services
- ❖ Permanent housing and improved quality of life for many formerly homeless households
- ❖ Reduction in lead poisoning prevalence rates



- b. Describe how and the frequency with which you monitored your activities, including subrecipients (including sponsors or administering agents).**
- c. Describe the results of your monitoring including any improvements made as a result.**
- d. Describe actions taken to ensure compliance with program requirements, including requirements involving the timeliness of expenditures.**

**Response: Monitoring-#9b,c,d:**

**Monitoring**

**Lead Agency:** The agency responsible for oversight and monitoring of these Federal funds and ensuring that these activities are implemented is the Community Development Grants Administration. The oversight body for CDGA is the City of Milwaukee Community and Economic Development Committee of the Milwaukee Common Council. All actions taken by the Committee were ratified by the Milwaukee Common Council and the Mayor. In 2011, the CDGA solicited and evaluated applications from all interested parties through an open and competitive Request for Proposal (RFP) process. Recommendations for funding were made to the Community and Economic Development Committee for approval with final ratification by the Milwaukee Common Council and Mayor.

After executing a contract with each funded entity, CDGA ensured compliance with all program regulations for all funding sources,(CDBG, HOME, ESG and HOPWA). CDGA included program requirements in all contractual agreements, sponsored orientation sessions, provided technical assistance, one-on-one and in small groups, often on site and at the beginning of the program year as well as when programs were underway. CDGA defined clear expectations regarding performance standards and policies and procedures to follow. Involved were new subrecipients, new staff of existing subrecipients, existing subrecipients experiencing problems and existing subrecipients undertaking new activities. CDGA also funded the provision of technical assistance to funded subrecipients to include management, financial operations and board and staff development.

The Community Development Grants Administration staff monitored and evaluated activities to be carried out in furtherance of the Consolidated Plan and in meeting goals and objectives set forth in the Annual Action Plan. CDGA staff monitored funded activities throughout the program year, performing formal and informal site reviews. Monitoring staff utilized a very detailed monitoring process which included extensive reporting of grantee activity.

As a condition of payment, agencies were required to submit monthly financial and programmatic reports. CDGA monitoring staff reviewed these reports to determine that submitted costs were eligible and that the funded activity was performed to a satisfactory level. In addition, CDGA monitoring staff maintained extensive contact with funded agencies and provided technical assistance to groups where needed. Informal and formal monitoring visits were conducted to ensure compliance with program requirements. Risk assessments and in-house desk audits were performed annually of all funded agencies.

The City Comptroller's office, the fiscal arm of the Community Development Grants Administration, conducted annual financial audits of funded groups and monitored the timeliness of expenditures.

In cases where concerns were expressed, agencies received technical assistance from CDGA and Comptroller staff to correct any noted deficiencies. In addition, agencies needing additional technical assistance were referred to the CDBG-funded Non Profit Center for additional and ongoing assistance which helped to improve agency efficiency and accountability.

**Describe steps/actions taken to ensure long-term compliance with housing codes, including any actions or on-site inspections undertaken during the program year.**

**Response:**

**(a) Inspections** - The inspections of HOME assisted projects is an ongoing process. In 2011, the City's Department of Neighborhood Services inspected and verified tenant income levels in HOME-assisted units and documented the results, in compliance with the Federal regulations and during the applicable period of affordability. In addition, CDGA partnered with DNS for oversight of housing production properties, utilizing the services of certified DNS building inspectors to ensure compliance with housing codes.

**What is the status of your grant programs?**

- i) Are any activities or strategies falling behind schedule?
- ii) Are grant disbursements timely?
- iii) Do actual expenditures differ from letter of credit disbursements?

**Response:**

The majority of funded activities are performed in a timely manner and within the calendar year with the exception of major housing projects which typically exceed the calendar year due the nature of the activity and contractor seasonal work schedules. Grants are disbursed in a timely manner and actual expenditures do not differ from letter of credit disbursements.

## ANTI-POVERTY STRATEGY

### 10) Describe actions taken during the last year to reduce the number of persons living below the poverty level.

#### **PY 2011 Antipoverty Strategy #10 response:**

As demonstrated in the *2010-2014 Consolidated Plan*, poverty is a daily part of the lives of many of Milwaukee's households. Milwaukee's racial gap in income, while closing slightly in the 1990's, remains far above the national average with Milwaukee ranking high among the nation's 50 largest metro areas in racial disparities in income.

The City's strategy focuses on the revitalization of neighborhoods and the elimination of poverty by supporting job creation efforts through innovative economic development and affordable housing development which will ultimately lead to greater employment and homeownership opportunities for Milwaukee residents, improving their quality of life.

#### **Actions undertaken in 2011 to reduce poverty and increase economic vitality:**

- Funded non-profit community based agencies to provide technical and other assistance to businesses to create new jobs.
- Provided funding for job creation initiatives such as the *Emerging Business Enterprise Program*, the *Retail Investment Fund*, *Large Impact Developments (LIDs)*, and *Revolving Loan Funds* operated by community-based agencies to provide loans and grants to businesses to facilitate job creation and business expansion in the City.
- Supported initiatives which assisted in removing employment barriers for low-income households, such as programs that provide access to an array of wrap around social, educational, employment and lifeskills services.
- Funded skilled job training and placement programs.
- Funded the Summer Youth Internship Program which provided employment opportunities in City government and the private sector for high school youth.
- Created homeownership opportunities for low income residents and improved the condition and affordability of rental housing in Milwaukee.
- Funded the *Driver's License Recovery & Employability* project to assist residents in driver's license recovery, enabling them to seek gainful employment in the City of Milwaukee and in outlying areas.
- Supported redevelopment of residential, commercial and industrial Brownfield properties such as efforts in the Menomonee Valley, the 30<sup>th</sup> Street Industrial Corridor and throughout the target area neighborhoods.
- Funded programs that addressed issues facing youth such as: unemployment, education, Truancy, crime and violence, health and teen pregnancy.
- Promoted neighborhood resident involvement, stability and pride through activities that fostered community collaboration such as community organizing, crime prevention, nuisance and drug house abatement, block clubs, neighborhood cleanups and landlord/tenant assistance programs.

## Summary of Progress- Public Services

### Comparison of Actual Accomplishments with Proposed Goals for the 2011 Program Year

Program Category	Strategy	HUD Objective	HUD Outcome	HUD Performance Indicator	FY 2011 benchmarks	FY 2011 actual
<b>Public Services- Employment Services</b>	Provide Job Placement/Job Training & Placement assistance for low income persons	Suitable Living Environment	Expand economic opportunity	# low income persons trained & placed into jobs	<b>150</b>	<b>359</b>
<b>Public Services- Youth Services</b>	Increase employment, education, recreation, mentoring, tutoring, teen pregnancy prevention, safe havens for youth	Suitable Living Environment	Sustainability	# youth with increased access to services	<b>15,000</b>	<b>15,492</b>
<b>Public Services- Crime Awareness &amp; Community Organizing</b>	Facilitate residents/stakeholder in community improvement efforts; crime prevention initiatives	Suitable Living Environment	Sustainability	# residents & stakeholders engaged in community improvement efforts	<b>3,000</b>	<b>7,254</b>
<b>Public Services- Community Prosecution Program</b>	Abate neighborhood nuisances & drug houses through prosecution	Suitable Living Environment	Sustainability	# properties & nuisances abated/resolved	<b>100</b>	<b>1,024</b>
<b>Public Services- Driver's Licenses Recovery</b>	Assist low income persons with driver's license recovery & other supportive services	Suitable Living Environment	Sustainability	#low income persons obtaining a valid driver's license	<b>125</b>	<b>265</b>
<b>Public Services- Homebuyer Counseling</b>	Provide homebuyer counseling & budget counseling for 1 <sup>st</sup> time homebuyers	Suitable Living Environment	Sustainability	#low income persons obtaining a home mortgage loan	<b>150</b>	<b>216</b>
<b>Public Services- Community Outreach &amp; Technology</b>	Increase access to computer technology and training for low income residents	Suitable Living Environment	Sustainability	#low income persons with improved access to computer technology	<b>1,125</b>	<b>6,210</b>

## **SELF EVALUATION**

**11) Provide an evaluation of accomplishments. This evaluation must include a comparison of the proposed versus actual outcomes of each outcome measure submitted with the strategic plan and explain, if applicable, why progress was not made toward meeting goals and objectives.**

**Consider the following when providing this self-evaluation:**

- a) Describe the effect programs had in solving neighborhood and community problems.
- b) Describe the progress made in meeting priority needs and specific objectives.
- c) Describe how activities and strategies made an impact on identified needs.
- d) Identify indicators that best describe the results of activities during the reporting period.
- e) Identify barriers that had a negative impact on fulfilling the strategic and overall vision.

### **PY 2011 Self-Evaluation #11 response:**

In accordance with its Consolidated Plan, the City participated in activities to address identified neighborhood and community priorities. Programs for 2011 were carried out in conjunction with the following four broad strategies to effectuate progress in achieving the stated goals:

- ❖ **Create jobs through aggressive economic development**
- ❖ **Revitalize neighborhoods by targeting resources to make a clear and measurable impact**
- ❖ **Eliminate barriers to employment by working in partnership with community stakeholders**
- ❖ **Create and maintain affordable homeownership opportunities and affordable, quality, rental housing for community residents.**

The long-term outcomes expected from these strategies are:

- ❖ **Reduced Crime**
- ❖ **Increased Property Values**
- ❖ **Increased Economic Vitality**
- ❖ **Improved Neighborhood Quality of Life**

To achieve these goals, CDGA conducted aggressive blight elimination efforts, supported active citizen participation in crime prevention and eliminating nuisance properties and organizing efforts to address quality of life issues. Other priorities addressed in 2011 included facilitating the economic integration and revitalization of neighborhoods, skilled job training and placement programs, new job creation initiatives and a variety of activities which fostered new homeownership and improved the condition of rental housing for residents. Activities also included integrating crime prevention into a variety of city services and capital improvements, expanding the city's aggressive efforts to combat lead hazards and City efforts to eliminate graffiti.

Based on the performance data received from funded groups, the following overall accomplishments were reported in the various funded categories:

- ❖ Crime reduction in various neighborhoods
- ❖ Increased housing values and increased owner occupancy
- ❖ Improved rental housing for families
- ❖ Quality of life issues were addressed
- ❖ Improved economic vitality through new businesses; new job creation and job training and placement programs

- ❖ Improved school attendance, grades and youth employment through the provision of various youth services
- ❖ Permanent housing and improved quality of life for many formerly homeless households
- ❖ Reduction in lead poisoning prevalence rates

### **Key Activities and Sample Indicators:**

**HOUSING:** The City funded numerous owner and rental housing activities geared to provide decent, affordable housing and a suitable living environment. Blighted properties that have been improved and/or repaired have had an immediate positive impact on neighborhoods and contributed to an increase in property values, reduced crime and improved quality of life. For example, the City's Receivership Program is an initiative that targets nuisance properties. The City Attorney prosecuted non-compliant owners resulting in the elimination of the property or other resolution which helped to stabilize the neighborhood and helped to reduce crime which contributed to improved quality of life.

**Indicators:** Number of owner and rental housing units rehabilitated; number of new low income first time homebuyers, number of blighted properties eliminated and/or rehabbed, number of nuisance properties improved, all resulting in increased housing values, increased owner occupancy, improved physical appearance of neighborhoods, and enhanced quality of life.

### **ECONOMIC DEVELOPMENT/BUSINESS ASSISTANCE/JOB CREATION: JOB PLACEMENT/JOB TRAINING & PLACEMENT:**

The City funded non-profit organizations to provide technical assistance to businesses through Special Economic Development activities. This has led to new businesses, business expansion and new job creation which increased economic vitality of neighborhoods. In addition, several agencies were funded to provide skilled job training & placement services for low income residents, also contributing to the economic vitality of neighborhoods and overall quality of life for residents.

**Indicators:** Number of new businesses, business expansion, new job creation, number trained and number placed into jobs, all resulting in economic vitality and overall improved quality of life.

### **IMPROVE QUALITY OF LIFE FOR RESIDENTS & STAKEHOLDERS**

The City funded numerous activities geared to help improve the quality of life for residents and other stakeholders. These included but are not limited to: 1) Community Prosecution Unit which abated neighborhood nuisances and criminal activity; 2) Community Organizing which involved stakeholders in community improvement and crime prevention initiatives; 3) Youth services which provided an array of services to address youth issues such as: employment, education, health, violence, teen pregnancy and other pertinent issues; and, 4) Neighborhood cleanups and other blight removal initiatives which improved the physical of neighborhoods.

**Indicators:** Less blight, clean, safe, well-maintained neighborhoods; less graffiti; less board-ups, nuisance vehicles, garbage; decrease in certain crimes; improved physical appearance of neighborhoods; improved GPA, behavior and employment for youth, improved health of residents and their families, all of which contributed to stabilized neighborhoods and improved quality of life.

### **EXAMPLES OF SUCCESSFUL OUTCOMES BY FUNDED ACTIVITIES**

<b>ACTIVITY CATEGORY</b>	<b>PROPOSED GOAL</b>	<b>OUTCOMES</b>
Neighborhood Improvement Program(NIP); housing rehabilitation	Correction of health, safety & other building code violations	Building code violations abated for <b>97</b> property units; improved quality of life for homeowners; increase in property values
Homebuyer Counseling	Educate potential first time homebuyers on the home-buying process; credit repair and budgeting	<b>216</b> low income clients successfully purchase their first home; increasing access to affordable and decent housing and furthering stability in Milwaukee neighborhoods
Employment Services	Participants are trained and placed in jobs	<b>359</b> low income residents are trained and placed in jobs; contributing to economic vitality
Youth Services	Teen Pregnancy Prevention/youth development	Of <b>753</b> girls served by Pearls for Teen Girls in 2011, <b>99.6%</b> (750) avoided pregnancy; <b>100%</b> of seniors graduated from high school & <b>100%</b> of graduating seniors were accepted into college; improving their quality of life

**12) Identify whether major goals are on target and discuss reasons for those that are not on target.**

The majority of funded activities are performed in a timely manner and within the calendar year with the exception of major housing projects which typically exceed the calendar year due the nature of the activity and contractor seasonal work schedules.

**13) Identify any adjustments or improvements to strategies and activities that might meet your needs more effectively.**

The City of Milwaukee continued to promote policies and strategies to help address poverty and remove barriers to affordable housing. The City approached planning and program development in a comprehensive manner with the goal of increasing jobs, household income and access to affordable, decent housing. The City changed its focus on job training and placement programs and placed priority on programs that provided skilled trades training. Housing programs were assessed and necessary changes were made to improve efficiencies of funded agencies.

The City funded Special Economic Development activities that provided citizens with opportunities to secure family supporting jobs. These activities also provided access to social services such as daycare, AODA services, transportation, job readiness skills and remedial educational opportunities and helped to remove obstacles for low-income persons seeking housing and provided them with opportunities to most effectively utilize the income they earn.

## **HOUSING**

### **Affordable Housing**

#### **14) Evaluate progress in meeting its specific affordable housing objectives, including:**

- a) Comparison of proposed numeric goals (from the strategic plan and annual plan) with the actual number of extremely low-income, low-income, and moderate-income renter and owner households assisted during the reporting period.**
- b) Report the number of households served meeting the Section 215 requirements of affordable housing (essentially meeting the definitions in 24 CFR 92.252 and 92.254 for renters and owners, respectively).**
- c) Describe efforts to address worst case needs (defined as low-income renters with severe cost burden, in substandard housing, or involuntarily displaced).**
- d) Description of efforts to address the accessibility needs of persons with disabilities.**

#### **PY 2011 Affordable Housing #14 a,b,c,d response:**

The worst case needs, defined as persons who pay more than 50% of their monthly income in rent were addressed in a number of ways:

- ❖ The Housing Authority made its several thousand units available based upon income eligibility. Tenants paid 30% of their income in rent.
- ❖ The City's vacant/blighted unit rehabilitation activities were made affordable to persons with household income at 80% of County Median Income.
- ❖ Programs serving extremely low income owner-occupants such as the NIP Program, helped to maintain some of the City's lowest income households in their homes, targeting households earning less than 50% of County Median Income.
- ❖ The City funded Special Economic Development activities that provided citizens with opportunities to secure family supporting jobs. These activities also provided access to social services such as daycare, AODA services, job readiness skills and remedial educational opportunities and helped to remove obstacles for low-income persons seeking housing and provided them with opportunities to most effectively utilize the income they earn.
- ❖ The City did not displace tenants when conducting rehab activities. The focus for rehab activity is typically on vacant units. When occupied units are rehabbed, the City's first attempt is to rehab, while keeping tenants in place, or move tenants to a vacant unit during rehab. They are returned to their original unit upon the completion of rehab.



In all rehab activities, the City remained cognizant of the needs of disabled citizens. To the extent possible, any unmet needs of persons with disabilities were addressed before, during and after rehabilitation of relevant units. In addition, the City funded a housing accessibility program which provided housing accessibility improvements for income eligible persons with physical, visual and hearing disabilities. Eligible improvements included handicap accessible ramps, bathroom, kitchen, bedroom and living room modifications and safety enhancements.

## **PUBLIC HOUSING**

**15) Describe actions taken during the last year to improve public housing and resident initiatives.**

**PY 2011 Public Housing #15 response:**

**Milwaukee Public Housing Authority**

**Progress in Meeting the Mission and Goals Described in the 5-Year Plan**

**A. Mission**

The mission of the Milwaukee Housing Authority is to provide decent, quality, safe and affordable housing with transition options for those who desire them. "Transition option" is defined as the opportunity for residents to self-determine their interest in, and have access to, housing options that support long-term self-sufficiency.

**Public Housing Strategy**

The Housing Authority works to build strong communities and increase affordable housing options in Milwaukee. The Housing Authority works closely with public and private partners to coordinate revitalization activities, which include physical improvements and comprehensive community and supportive services. HACM works with a team of highly competent partner agencies to ensure quality services for its residents. Examples of these services include case management, education, employment, and homeownership.

The Housing Authority of the City of Milwaukee (HACM) has developed its Five Year Agency Plan in accordance with applicable federal regulations utilizing the electronic template. HACM's five-year plan continues to employ the broad mission and **Goals** outlined by the U.S. Department of Housing and Urban Development along with a series of program specific **Goals**. The following progress has been made towards achieving **Goals** established for Year 2011.

**PHA Goals and Objectives:**

**Goal:** Continue the Section 32 Homeownership Program and sell 5 homes to eligible families.

**Status:** HACM has sold two homes in 2011. Prevailing market conditions have slowed sales.

**Goal:** Continue the Section 8(y) Homeownership option and convert 10 households from rental to ownership.

**Status:** To-date, 16 families have purchased homes under Section 8(y).

**Goal:** Use "force account labor", which includes the Housing Authority's carpenters, painters, and HVAC technicians to perform work funded through the Capital Fund grant.

**Status:** ongoing.

**Goal:** Continue partnerships with community resources to offer training and employment opportunities for public housing and other Section 3 residents.

**Status:** During 2011, HACM continued existing partnerships with other organizations that offer training and employment opportunities, such as Milwaukee Community Service Corps, Wisconsin Regional Training Partnership/Big Step, Milwaukee Area Technical College, Milwaukee Area Workforce Investment Board, Milwaukee Job Corps, and others. HACM continues to look for additional training and employment opportunities for our residents.

**Goal:** Continue to work with new contractors to achieve a goal of 30% new hires being public housing and other Section 3 residents.

**Status:** HACM has an aggressive effort in place to include Section 3 persons and businesses as part of the Westlawn revitalization. HACM is working with Wisconsin Regional Training Partnership/Big Step to prepare workers for opportunities at Westlawn. HACM is also working to connect qualified Section 3 residents to work opportunities at Westlawn through employment information sessions with residents and contractors that will be hiring. To date, HACM has negotiated commitments from Westlawn contractors for 83 new Section 3 hires.

**Goal:** Develop, including acquisition and rehabilitation, market and sell market rate homes including the use of brokers.

**Status:** HACM has not had any sales of new units to date. HACM has acquired seven foreclosed properties which are currently being rehabbed.

**Goal:** Develop and implement a Phase II redevelopment plan for the Convent Hill site with resident involvement.

**Status:** The Housing Authority is soliciting a proposal for a firm to help the Housing Authority run a design competition.

**Goal:** Submit Hope VI, Choice Neighborhood Grant, HOME/CDBG, Capital Fund Education and Training Community Facilities Program Grant or other grant applications in response to a Notice of Funding Availability (NOFA). Redevelopment site(s) to be determined on the basis of the amount of assistance available.

**Status:** The Housing Authority submitted two Capital Fund Education and Training Community Facilities grants.

**Goal:** Continue to work with the city's Neighborhood Stabilization Program (NSP) to acquire and rehabilitate properties for either rental through the public housing program or homeownership.

**Status:** HACM has used NSP funds to acquire five units for purposes of homeownership. Three units have been completed and are currently being marketed and two are in the process of being rehabbed.

**Goal:** Submit funding applications for Low Income Housing Tax Credits, the Affordable Housing Program and other sources to support HACM property redevelopment.

**Status:** The Housing Authority submitted a Low Income Housing Tax Credit application for Lapham Park, and Affordable Housing Program grant applications for Lapham Park and Westlawn.

**Goal:** Pursue development and general contractor opportunities.

**Status:** ongoing.

**Goal:** Submit mixed finance development applications to support the use of other financial resources including use of low income housing tax credits.

**Status:** The Housing Authority submitted a Mixed Finance development proposal for Westlawn.

**Goal:** Assess the feasibility of a bond issue, including the possibility of Build America bonds or Qualified Energy Conservation bonds and pursue the bond issue if approved by the HACM board.

**Status:** The Housing Authority is working with the Wisconsin Housing and Economic Development Authority (WHEDA) on a bond issue for Lapham Park.

**Goal:** Continue to implement Asset Based Property Management.

**Status:** ongoing.

**Goal:** Continue partnership with Friends of Housing Corporation to support and complement the Housing Authority's management and development activities.

**Status:** HACM has renewed contracts with Friends of Housing for property management services at several developments.

**Goal:** Continue to operate the VA/SRO facility.

**Status:** HACM continues to partner with Hope House and Friends of Housing Corporation to operate 13 units of single-room occupancy housing on the campus of the VA Medical Center.

**Goal:** Continue to lease up all of the Veterans Administration Supportive Housing (VASH) vouchers and apply for 2011 VASH vouchers.

**Status:** All VASH vouchers are leased up.

**Goal:** Utilize project-based VASH vouchers to support the Veterans Manor project sponsored by the Center for Veterans Issues.

**Status:** As of 8/5/2011, all 52 vouchers have been utilized, including 17 VASH vouchers.

**Goal:** Utilize project-based VASH vouchers as necessary to support the development of supportive rental housing for disabled veterans.

**Status:** Remaining 127 VASH vouchers have been utilized at Veterans Manor.

**Goal:** Continue to offer the "Make Your Money Talk" program. Enroll and graduate 30 families.

**Status:** In 2011, 83 families have completed the "Make Your Money Talk" financial literacy program and 34 have opened Individual Development Accounts.

**Goal:** Continue the HACM educational scholarship program. Award 25 scholarships.

**Status:** Through July 2011, HACM has awarded 12 scholarships and anticipates meeting its goal of 25 scholarships for the year.

**Goal:** Implement the Westlawn redevelopment plan. Complete the relocation and begin construction.

**Status:** All 330 Westlawn east residents have been relocated as of March 15, 2011 and construction has begun.

**Goal:** Expend American Recovery and Reinvestment Act (ARRA) funds by the date required.

**Status:** The Housing Authority will expend ARRA funds by the deadline.

**Goal:** Determine if sufficient resources are available to offer project based Section 8 assistance.

**Status:** HACM received approval for 56 project-based vouchers for Becher Court, 166 project-based vouchers for Westlawn and 52 vouchers for Veterans Manor.

**Goal:** Continue to provide staff support to the Supportive Housing Commission.

**Status:** ongoing.

**Goal:** Continue to participate in the City's Continuum of Care.

**Status:** ongoing.

**Goal:** Continue partnerships and MOU's with local community based organizations to provide tenant based Section 8 assistance, subject to availability, to eligible families referred by META House, the Milwaukee Community Service Corps, Independence First, St. Catherine's, the Pan African Community Association, and the Consortia to Re-Unité Families.

**Status:** ongoing.

**Goal:** Continue the "Second Chance" program and place up to five families in hard to lease public housing units subject to availability.

**Status:** ongoing.

**Goal:** Apply for grants from all eligible sources of funding to support HACM's functions, community and supportive services and property redevelopment.

**Status:** HACM applied for a number of grants to support HACM's community and supportive service functions, including ROSS Service Coordinators, Public Housing Family Self-Sufficiency, Housing Choice Voucher Family Self-Sufficiency, and Section 3 Coordinator from HUD, and Promise Neighborhoods from the Department of Education.

**Goal:** Consider use of Capital fund and Operating fund reserves and mortgage of properties to leverage financing for redevelopment.

**Status:** The Housing Authority established an internal Operating Subsidy Reserve for Olga Village using Becher Court reserves.

**Goal:** Comply with the requirements of the Regulatory and Operating Agreements for public and assisted housing units owned by the Highland Park Development LLC, the Cherry Court LLC, the Convent Hill LLC, the Carver Park I & II LLC's, the Scattered Sites I & II LLC's and Olga Village LLC, Westlawn LLC and Westlawn Development LLC.

**Status:** The Housing Authority is complying with the requirements of the Regulatory and Operating Agreements with the LLCs.

**Goal:** Provide support for a 2011 event sponsored by the HACM Resident Advisory Board.

**Status:** ongoing.

**Goal:** Maintain "High Performer" status under the Section 8 Management Assessment Program and re-gain "High Performer" status under the Public Housing Assessment System.

**Status:** HACM has retained its High-Performer status for its Section 8 program.

**Goal:** Review and possibly amend HACM's Designated Housing Plan.

**Status:** The Housing Authority submitted a new Designated Housing Plan to designate a 47-unit midrise at Westlawn for elderly residents and the plan was approved on April 14, 2011.

**Goal:** Submit applications as necessary for disposition and/or demolition of HACM property owned by the low income program.

**Status:** HACM submitted an amended demolition/disposition plan for Lapham Park to convert 181 units to project-based Section 8 assistance.

**Goal:** Implement cost effective energy improvements, including replacement of eligible vehicles and/or recommendations in the energy audit.

**Status:** HACM has redeveloped several highrise buildings to include green roof system. HACM is also using geothermal heat systems in several buildings.

**Goal:** Use Energy Star standards and green technology to the maximum extent feasible in HACM new construction and redevelopment.

**Status:** The Housing Authority used geothermal and solar at Olga Village and submitted an application for LEED designation.

**Goal:** Submit an application for Moving-to-Work or its successor program.

**Status:** HUD is not accepting applications for Moving-to-Work.

**Goal:** Secure a line of credit for the development or revitalization of housing.

**Status:** HACM obtained construction financing for Westlawn. HACM has a line of credit with the Federal Home Loan Bank of Chicago through its associate membership.

**Goal:** Submit waiver requests, as needed, to effectively administer and revitalize HACM's subsidized programs.

**Status:** The Housing Authority submitted a waiver request for project-based Section 8 assistance for Vets Manor.

**Goal:** Work with the City of Milwaukee on neighborhood revitalization activities, including efforts to stabilize abandoned and foreclosed properties.

**Status:** HACM was granted sub-recipient status and is in receipt of \$1 million for purposes of acquisition/rehabilitation/resale. To date, seven homes have been acquired with NSP funds.

**Goal:** Amend the Designated Housing Plan to add the new Westlawn midrise.

**Status:** Request was submitted to HUD and approved on April 14, 2011.

**Goal:** Apply for additional Housing Choice Vouchers to support HACM's redevelopment activities.

**Status:** HACM received 166 relocation vouchers for Westlawn redevelopment. Becher Court received 56 project-based vouchers to include 40 RCAC vouchers.

**Goal:** Pursue Community Development Entity certification and apply for New Market Tax Credit allocation.

**Status:** The Housing Authority is considering various proposals for conversion of public housing to Section 8 assistance.

**Goal:** Evaluate HACM properties or AMP for possible voluntary conversion under the voluntary conversion program of Section 22 of the 1937 Housing Act and 24 CFR 972.

**Status:** The Housing Authority is considering a voluntary conversion of units in the Lapham Park highrise.

**Describe the manner in which the plan of the jurisdiction will help address the needs of public housing and activities it will undertake to encourage public housing residents to become more involved in management and participate in homeownership. (NAHA Sec. 105 (b)(11) and (91.215 (k))**

See above

**If the public housing agency is designated as "troubled" by HUD or otherwise is performing poorly, the jurisdiction shall describe the manner in which it will provide financial or other assistance in improving its operations to remove such designation. (NAHA Sec. 105 (g))**

Not applicable – The Housing Authority is not designated as "troubled".

### **Waiting List Organization**

The Housing Authority of the City of Milwaukee manages 3,567 public housing units.

The Housing Authority maintains two separate wait lists for its public housing program: 1) the family wait list, which has 1,069 persons as of October 2011, and 2) the elderly/disabled wait list, which included 1,449 persons as of October 2011. In addition to the public housing wait list, there are approximately 1,472 persons on the tenant-based waiting list.

There are 133 applicants on the family public housing wait list that need an accessible unit, and 78 applicants on the elderly/disabled waiting list that need an accessible unit.

**Activities to be undertaken to encourage public housing residents to become more involved in management and to become homeowners.**

The Housing Authority's Annual and 5-Year Plan, which is incorporated in the 3-5 year Consolidated Plan, was developed in conjunction with the residents of public housing. Each of the Housing Authority's low-income public housing developments has an active resident council, which assists the Housing Authority with the development and implementation of the Agency Plan.

There is also a Resident Advisory Board comprised of public housing residents who meet monthly with Housing Authority staff to assist with planning and implementation. HACM's Agency Plan is adopted by the Housing Authority's Board of Commissioners, which includes two public housing residents.

HACM currently has approval to administer a homeownership program under the Section 32 Homeownership Program. Participants must be a first time home buyer, must have earned income of at least \$15,000/year, must attend homeownership counseling classes and must not owe child support or any state or local authority. Additional information regarding the homeownership program are provided in the Term Sheet that is available at all administrative offices and housing development offices.

HACM also administers a Section 8(y) Homeownership Program. Similar eligibility criteria, with an additional requirement that participants maintain minimum earned income requirements in order to continue mortgage subsidy.

## **BARRIERS TO AFFORDABLE HOUSING**

### **16) Describe actions taken during the last year to eliminate barriers to affordable housing.**

#### **PY 2011 Response #16: Barriers to Affordable Housing**

The City continued to promote and provide opportunities for low income citizens to access affordable housing. All of the programs listed hereafter in this section provide outcomes that are consistent with the goals articulated in the Consolidated Plan. The Plan indicated that efforts will be made to increase homeownership opportunities and to improve the condition of the City's rental housing stock with an emphasis on large family rental units.

#### **Key components of the Housing strategy are:**

- ❖ Expanded homeownership opportunities; maintenance/improvement of existing units
- ❖ Expansion and maintenance of quality, affordable, rental housing
- ❖ Safe, well-maintained and revitalized neighborhoods
- ❖ Coordination of public and private resources

#### **2011 Accomplishments:**

- 1) Provided opportunities for low income citizens to access affordable housing.
- 2) Increased the number of decent, safe and sanitary affordable rental units, with an emphasis on creating units to accommodate large families.
- 3) Increased the number of units accessible to persons with disabilities.
- 4) Continued owner-occupied housing rehabilitation for very low income households and construction of affordable new housing units.
- 5) Continued partnerships with lenders, developers and others in the private sector to utilize additional resources for housing development and rehabilitation.
- 6) Continued to support projects which involved work experience and apprenticeships for young persons in home repair and home construction such as the Freshstart/YouthBuild Housing Apprenticeship.
- 7) Continued to assist community housing development organizations in building capacity to improve their ability to undertake housing development projects.
- 8) Improved the condition of the City's rental housing stock through intensive code enforcement, landlord tenant educational programs and an aggressive receivership program for nuisance properties.
- 9) Continued to make available City-owned tax foreclosed properties available to nonprofit developers at reduced costs.
- 10) Supported efforts to reduce or eliminate predatory lending and racial discrimination in housing transactions in the City of Milwaukee.
- 11) Continued aggressive blight elimination efforts including spot acquisition, demolition, graffiti abatement, vacant lot redevelopment and infill housing.



- 12) Expanded homeownership opportunities through Homebuyer Counseling programs and other homebuyer assistance activities (budget and credit counseling, post purchase, tax default and mortgage default counseling).
- 13) Combated lead hazards through collaboration with existing housing programs and the Milwaukee Health Department.
- 14) Partnered with housing providers to begin implementation of projects funded through the City's City Housing Trust Fund, of which CDGA provides administrative oversight.

In addition, there are several other programs and projects that produced affordable housing opportunities for homeowners and renters, some of which include:

**The City of Milwaukee** operates a combination of residential rehabilitation programs, public housing, homeownership and fair housing initiatives, each designed to foster and maintain affordable housing.

The largest effort is public housing operated by the Housing Authority of the City Milwaukee (HACM) which manages several thousand housing units. With the units HACM owns and maintains and the Section 8 Rental Assistance program it administers, a large segment of Milwaukee's very low income population is provided with affordable housing. In conjunction with those efforts, programs operated by funded community-based agencies encourage the maintenance and upkeep of affordable housing.

**Acquire/ Rehab/ Sell/New Home Construction** - CDBG/HOME funds were allocated for this program which acquired, rehabilitated and sold houses to low income families as part of a comprehensive and targeted neighborhood initiative. Distressed properties that were slated for demolition were rehabilitated for income eligible homebuyers. Working with non-profit CDBG and HOME-funded groups, the City allowed these operators first priority at selected, tax-foreclosed properties for a nominal cost, generally not exceeding \$500. Properties renovated by funded non-profits were made available to low to moderate income buyers at the after rehab market value of the property. With the City absorbing the gap between the after rehab appraisal and the cost of development, renovated properties were made available and affordable for income eligible persons.

### **Neighborhood Improvement Programs (NIPs)**

In 2011, CDGA and the Department of Neighborhood Services partnered with community organizations to operate Neighborhood Improvement Programs (NIPs). These programs provided direct housing rehab services to abate building code violations for very low and extremely low-income owner occupants in the CDBG target area.

## **Department of City Development**

The City's Department of City Development (DCD) works to improve the quality of life in City neighborhoods by promoting affordable housing, increased homeownership and neighborhood stability. Working with a broad range of partners including other City Departments, community-based agencies, financial institutions, residents, developers, and the local philanthropic community, DCD provides resources to upgrade Milwaukee's housing stock and improve the quality of life for City residents.

DCD assists homeowners with improving their homes and their neighborhoods. Improving housing enhances the physical appearance of Milwaukee neighborhoods, encourages additional investment and promotes and retains owner occupants. Through the housing rehabilitation loan programs, DCD is a lender, technical advisor and resource generator. Success is measured over time through stabilized or increased assessments, increased neighborhood investment, and improved perceptions of the quality of life in the neighborhood.

The City of Milwaukee's Housing Strategy places a strong emphasis on clustering and targeting resources to achieve the maximum impact on City Neighborhoods. DCD utilizes the Home Rehab Program to implement this strategy through Targeted Investment Neighborhoods (TINs). The TIN Program is a neighborhood revitalization strategy in which DCD, working with neighborhood partners, focus resources in a defined geographic area in an effort to stabilize and increase owner occupancy, strengthen property values, and improve the physical appearance and quality of life in the neighborhood. In 2011, DCD operated 7 TINs.

Recognizing economic hardship and community needs, DCD made program changes in 2011. Prior to 2011, interest rates varied from 0% to 6% and assistance was available only in TINs. Beginning in 2011 loans, all HOME-funded loans have an interest rate of 0% and assistance is available to income-eligible clients anywhere in the CDBG area. Unlike in TINs, where up to \$10,000 of the loan is forgiven, owners of properties outside a TIN must agree to pay back 100% of the loan. The terms of payback loans vary, according to income. Households with combined incomes under 50% of area median income (AMI) may defer payment on the loan as long as they continue to own and occupy the property as their principal residence. Households with income over 50% AMI must make monthly payments on their loans. Payments are structured to make them affordable to the family. In 2011, loans assisting 69 housing units were approved.

DCD's *Owner-Occupied Home Rehab Initiative* utilizes CDBG/HOME funds to finance home rehabilitation for owner occupants (one to four units) meeting established income guidelines. The program supplements activities with funding from Tax Incremental Districts (TID) and local foundations. In 2011, CDBG- or HOME-funded rehabilitation loans were approved for the rehabilitation of **27** housing units. DCD's *Rental Rehabilitation Program* utilizes HOME funds to assist responsible landlords in providing safe, decent and affordable housing for income-qualified tenants. Based on the amount of HOME funds received, landlords must reserve a certain number of units for low and moderate income tenants for an extended period of time; generally five after the renovations are completed. In 2011, **23** housing units were rehabbed.

## **Targeted Investment Neighborhoods/CDBG Supplementary Activities**

DCD worked with residents in the CDBG area to address quality of life issues, encourage resident involvement and build resident leadership. Collaborations included partnerships with the Milwaukee Police Department (MPD); Department of Neighborhood Services (DNS); Department of Public Works (DPW); 30<sup>th</sup> Street Industrial Corridor, Greater Milwaukee Foundation (GMF), Harley Davidson Foundation, Genesis Behavioral Services, Woodlands Condo Association, Milwaukee Metropolitan Sewage District, In-Site Temporary Public Art, State of Wisconsin Department of Corrections, Lowe's Home Improvement Stores, The Nehemiah project, and several neighborhood block watches/associations.

Below are brief descriptions of a few of the collaborations.

### **Department of Neighborhood Services(DNS)**

Clean Sweeps is a collaboration between DCD and DNS within the TINs. DNS issues orders for graffiti, nuisance vehicles and substandard properties. This coordination of city services resulted in an immediate and visible impact that directly supported the improvement efforts in the TINs. In 2011, sweeps were conducted in the spring.

### **Department of Public Works (DPW)**

DPW provided special pickups at predetermined locations for neighborhood clean ups and worked with DCD on enhancements to the City-owned Witkowiak Park.

### **Wisconsin Department of Corrections and Genesis Restorative Justice**

DCD coordinated clean ups utilizing community service workers (CSW) in the Harrison Avenue and Woodlands TINs. Also, CSW distributed over 5,000 door hangars relating to foreclosure prevention and intervention. Genesis clients distributed NIDC program information, assisted with clean ups, and staffed a Housing Resource Fair.

### **Milwaukee Police Department**

DCD worked with officers to monitor vacant buildings, abate street level drug dealing/drug houses, and abate street prostitution.

### **Greater Milwaukee Foundation**

DCD received a \$25,000 grant, spread over 2010-2011, to facilitate Community Improvement Projects in the TINs. The GMF funds provided a match to the City Healthy Neighborhood dollars.

### **Harley-Davidson Foundation**

The Harley-Davidson Foundation provided grants to DCD to support the Nehemiah Project's Emerging Leadership Program. Their project was landscape maintenance in the Martin Drive neighborhood. Harley funds also assisted with the screening of the film "The Interrupters".

### **Bloom and Groom**

Through Bloom and Groom, neighbors distribute plants to be placed in residents' yards or in public/common areas. 11 neighborhoods participated in this event. Lowe's Home Improvement Stores offered plants at discounted prices.

### **Community Improvement Projects within the CDBG area**

Several projects were completed in 2011. Two examples are the Express Yourself 'Pop Up' Art Gallery in the Walnut Hill neighborhood and Kilbourn Park expansion in the Riverwest neighborhood. Working with neighborhood youth, Express Yourself Milwaukee (EYM) developed a gallery on a vacant lot featuring pictures youth involved with EYM. In Kilbourn Park, community gardens were expanded due to strong demand for plots from residents. Other projects include signage at the Woodlands Condominium Association, Witkowiak Park improvements, and a pocket park on West Vliet Street in the Martin Drive neighborhood.

## **Foreclosure Initiative**

In 2011, DCD continued its work to implement the recommendations and plan of the Milwaukee Foreclosure Partnership Initiative (MFPI). Formed in 2008, by Milwaukee Mayor Tom Barrett, the MFPI's mission is to build on the work that was already underway in the community to carry out a coordinated strategy to address the foreclosure crisis. The strategy includes *prevention efforts* to prevent similar issues from developing in the future, *intervention efforts* to assist homeowners at risk of losing their homes to foreclosure, and *stabilization efforts* for neighborhoods affected by increasing numbers of vacant foreclosed homes.

### **2011 accomplishments included:**

- DCD continued its support of the efforts of the Milwaukee Foreclosure Mediation Program (MFMP) with Marquette University Law School. The MFMP was launched to provide mediation services to borrowers and lenders to help homeowners save their homes from foreclosure. In 2011, 135 families were able to save their homes from foreclosure through the program; since the program began in September of 2009, over 400 families had achieved successful workouts of their foreclosure.
- DCD continued work in the Milwaukee Homeownership Consortium ("Take Root Milwaukee"), another MFPI initiative that was formed by the City in 2009 to promote and preserve homeownership. 33 members are participating in the Consortium, including banks, nonprofit housing counseling agencies, government, realtors, foundations and non-profits.

The consortium also sponsored over 100 homeownership events and Take Root members assisted over 400 families in purchasing a home, including 150 foreclosed homes. In regard to foreclosure intervention, Take Root members participated in over 40 foreclosure intervention events reaching over 700 individuals. In addition, over 750 individuals received assistance through the Take Root foreclosure help hotline. In 2011, Take Root was recognized with a Milwaukee Awards for Neighborhood Development and Innovation (MANDI) by LISC.

- DCD worked with local lenders to ensure access to capital to support homebuying and foreclosure redevelopment efforts in City neighborhoods. Partnerships with US Bank and Pyramax Bank provided mortgage financing for homeowners purchasing foreclosed properties. US Bank also set up a \$1 million 0% interest loan fund to assist developers in the City's NSP program.
- DCD also continued its efforts to expand resources for foreclosure intervention counseling in 2011. In a partnership between the City and Greater Milwaukee Foundation, a neighborhood based foreclosure intervention counselor provided targeted intervention counseling services in the City's Healthy Neighborhoods and Targeted Investment Neighborhoods (TINs).

## **Other Housing Initiatives**

### **SECTION 8 – Rent Assistance Program**

The Housing Authority of the City of Milwaukee (HACM) receives funds from HUD to operate its Rent Assistance Program (RAP). RAP pays rental subsidies to private landlords who rent to very low income tenants in the program. Under the Housing Voucher Choice Program, units cannot exceed HUD's fair market rents, meaning that rents must be determined reasonable in relation to other units in the area.

### **Housing Trust Fund**

During 2006, the Common Council and Mayor of the City of Milwaukee voted to provide \$2.5 million in bonding to capitalize a Housing Trust Fund in 2007. Ongoing revenue from the City budget continues to be the source of funding. Additional revenue sources to maintain the Trust Fund include revenue from: a) Potawatomi gaming proceeds; b) Tax Incremental Financing(TIF) expansion dollars, and; c) Designated PILOT funds.

In 2011, a competitive application process was conducted and the City of Milwaukee received fourteen responses to its Housing Trust Fund Request for Proposals totaling \$4.5 million. Following a review by the Housing Trust Fund Technical Committee, the Milwaukee Common Council and Mayor Tom Barrett approved the following projects, all of which help house the homeless population, help low income families purchase homes or rehab homes they currently own, and create affordable decent rental properties:

### **HOUSING TRUST FUND ALLOCATIONS-2011**

<b><u>Community Advocates</u></b> Located at 3410 W. Lisbon Avenue this development will contain 21 units of transitional supportive housing for low-income persons who were chronically homeless and suffering mental illness. The Project will be home to the Autumn West program.	<b>21 units / \$173,464</b>
<b><u>Riverwest Development Corp.</u></b> Located at 3372 N. Holton Street this development will contain 36 units of affordable rental housing. The project is rehabilitating an old industrial site.	<b>36 units / \$230,000</b>
<b><u>Layton Blvd, West Neighbors</u></b> Rehabilitation of existing foreclosed homes within the targeted neighborhood of W. Pierce St. to W. Lincoln Ave., S. Layton Blvd. to W. Miller Parkway. This project was funded to provide homeownership opportunities for low-income households. The project will rehabilitate vacant and foreclosed homes. Additional funding sources may include NSP funds. This is the third round of funding for this project.	<b>2 units / \$30,000</b>
<b><u>Northcott Neighborhood House</u></b> This project was funded to provide homeownership opportunities for low-income households. The project will construct 2 fully accessible units, in the "Bronzeville" district, utilizing their Youthbuild training participants.	<b>2 units / \$105,000</b>
<b><u>Dominican Center for Women</u></b> This project was funded to provide home repairs for low-income owner-occupied households with an emphasis on recruiting applicants from the Center's target area. The majority of recipients are elderly households. The Center is located at 2470 West Locust Street.	<b>12 units / \$125,000</b>

## Summary of Progress

### **Comparison of Actual Housing Accomplishments with Proposed Goals for the 2011 CDGA Program Year**

Activity	Strategy	HUD Objective	HUD Outcome	HUD Performance Indicator (# units)	FY 2011 Benchmarks (#units)	FY 2011 Actual (#units)
Acquire/Rehab/Sell	Expand the supply of affordable housing units for low income persons through acquisition/rehab/sale activities	Decent Housing	Affordability	# affordable units complete & sold to eligible persons	<b>45</b>	<b>39</b>
New Housing production (rental & owner-occupied)	Construct new owner-occupied and/or rental housing for income eligible households.	Decent Housing	Affordability	# affordable units complete & sold to eligible persons  #rental units complete & occupied by eligible persons		
Rehabilitation of existing rental units	Rent rehab: Provide forgivable loans for the rehab of residential rental units for occupancy by low-moderate income households.	Decent Housing	Affordability	#affordable rental units complete & code compliant	<b>50</b>	<b>34</b>
Owner-Occupied Rehab Programs (Non profit agencies & City departments)	Provide forgivable housing rehab loans for repairs based on interior and/or exterior municipal code violations.	Decent Housing	Affordability	#owner-occupied units complete & code compliant	<b>150</b>	<b>149</b>
NIP Supplemental Home Repair	Provide vouchers to income eligible homeowners for small home repairs to residential property.	Decent Housing	Affordability	#owner occupied units complete & properties improved	<b>40</b>	<b>43</b>
Housing Accessibility Program	Construct handicapped ramps and other accessibility modifications	Decent Housing	Availability/ Accessibility	#units constructed & persons with increased accessibility	<b>25</b>	<b>36</b>
Graffiti Abatement	Abate graffiti nuisances on residential properties	Decent Housing	Affordability	#units of graffiti abated & properties improved	<b>600</b>	<b>851</b>
Lead Prevention & Abatement	Combat lead hazards through Inspection, testing and abatement in collaboration with existing housing rehab programs and the Milwaukee Health Department.	Decent Housing	Affordability	#units of housing tested & abated of lead hazards	<b>250</b>	<b>265</b>

Activity	Strategy	HUD Objective	HUD Outcome	HUD Performance Indicator (# units)	FY 2011 Benchmarks	FY 2011 Actual (#units)
Housing-Targeted Code Enforcement	Increase targeted code enforcement to decrease decline in target areas	Suitable living environment	Sustainability	# residential structures brought into code compliance	1,500	1,808
Code Enforcement-Tenant Assistance program & Landlord/Tenant Compliance	Address identified code violations on rental properties through rent withholding and rent abatement; use rental proceeds for repairs related to health, safety and welfare of tenants.	Suitable living environment	Sustainability	#households assisted & number of repairs	1,700	2,768
Code Enforcement-Receivership of Nuisance properties	Address nuisance properties through Court ordered receivership to abate the nuisance, correct dangerous and defective conditions and maintain the premises consistent with securing safe and habitable conditions.	Suitable living environment	Sustainability	#properties inspected for receivership action & number of nuisance properties abated	50	57
Cleanup of Contaminated Sites (Brownfields)	Remediation of Brownfields for eventual redevelopment	Suitable Living Environment	Sustainability	#new housing units and/or jobs created for low income persons	10	10

\*The U.S. Dept. of Housing & Urban Development does not count units as complete until they are sold. Units complete or where rehab is underway, will be counted once they are sold to an income eligible beneficiary.

## Major Housing Projects

<b><u>Project Name/Description</u></b>	<b>Funding</b>	<b># Units proposed</b>
<b><u>Scattered Sites III</u></b> This project is promoting safe, clean, affordable, and energy efficient housing on Milwaukee's north side. Single family homes have been developed at 24 different city owned vacant lots. The project will provide more suitable housing for a neighborhood with income lower than the Milwaukee County average and housing stock that is generally older and has significant deferred maintenance.	\$500,000 (HOME)	11/HOME
<b><u>Riverworks Apartments</u></b> This project will convert a formal industrial building in the Riverwest area to 36 affordable rental units, utilizing Low Income Housing Tax Credits (LIHTC) and HOME funds. This area of the city has received minimal LIHTC and HOME investments in the past and that makes this a catalytic project for the area.	\$330,000 (HOME)	11/HOME
<b><u>Milwaukee Builds/YouthBuild Program</u></b> This program provides on-site housing construction and rehabilitation training and work experience, off-site academic classes and supportive services for at-risk young people. The program provides young people with education, employment skills and career direction leading to economic self-sufficiency while also creating affordable housing opportunities in the community. Non-profit community-based agencies were funded to undertake this program. Five (4) units were completed in 2011 with four (3) other units in progress.	\$285,330 (CDBG) \$400,000 (HOME)	3 HOME/CDBG
<b><u>Autumn West</u></b> This project involves the construction of 21 units of transitional affordable rental housing, utilizing Community Development Block Grant Emergency Assistance funds and HOME funds. Vacant parcels of land were assembled and HOME funds are being used to assist in the construction. Location: North 34 <sup>th</sup> Street and W. Lisbon Avenue	\$650,000 (HOME)	21/HOME



## **LEAD BASED PAINT**

### **17) Describe actions taken during the last year to evaluate and reduce lead-based paint hazards.**

#### **PY 2011 #17 Lead-Based Paint response:**

##### **I. Estimate of number of housing units containing lead-based paint**

The number of housing units in Milwaukee that contain lead-based paint hazards as defined by section 1004 of the Residential Lead-Based Paint Hazard Reduction Act of 1992 is estimated at approximately 194,881 housing units pre-1978 in the City of Milwaukee.

The Milwaukee Health Department (MHD) Childhood Lead Poisoning Prevention Program (CLPPP) further prioritized approximately 83,794 of these housing units as representing the epicenter of the childhood lead poisoning prevention problem in Milwaukee, with 31,486 listed as owner occupied. These highest risk housing units are located in the Home Environmental Health's 2011 Target Area.

2010 data analysis shows 3.3% of children tested in Milwaukee for lead exposure were identified as lead poisoned. Although great strides have been made in reducing the prevalence rate, the current scope of the problem is greater than the State of Wisconsin's rate of 1.7%.

##### **Priority Goals/Objectives:**

- 1) To eradicate childhood lead poisoning.
- 2) To produce lead safe housing units in the City of Milwaukee with a focus in high risk target areas
- 3) To involve community members most affected by the problem in neighborhood based strategies.
- 4) To diversify and increase funding to make homes lead-safe before a child is poisoned.
- 5) To increase lead testing of children covered by Medicaid.

##### **III. Strategies to evaluate and reduce lead-based paint hazards and effects**

In response to this problem, the City's Health Department has developed a comprehensive and nationally recognized program, which includes both secondary interventions (services to lead poisoned children and their families) and primary prevention activities (making high risk housing lead-safe before a child is poisoned).

The City of Milwaukee Health Department Childhood Lead Poisoning Prevention Program (MHD CLPPP) addressed the problem of housing units containing lead-based paint hazards in three distinct ways: (1) investigations and abatement of housing units where lead poisoned children are identified; (2) risk assessments and lead abatement in high risk housing units before a child is poisoned through the Primary Prevention Grant Program and; (3) assuring lead safe housing rehabilitation and priority window treatments in federally assisted housing.

A listing of homes abated and or made lead-safe is maintained by the Health Department. The number of units that are now in the registry is over 15,000 (5/1997-12/11), of which **265** were CDBG funded in 2011.

The MHD CLPPP is continued to facilitate implementation and oversight of lead elimination in the City of Milwaukee, and actively participated on the State of Wisconsin's Lead Elimination Strategic Planning Oversight and Implementation Committee.

**Accomplishments in 2011 include:**

- The MHD CLPPP continued to work with the State of Wisconsin CLPPP on the lead poisoning application link to the Wisconsin Immunization Registry (WIR). Data from STELLAR will be transferred and uploaded to the WIR weekly. Individuals that are in WIR will be able to click on a link to see the lead information, and if approved, will have access to the information. This information will include the date, when, and where the child was lead tested. The MHD CLPPP has agreed to participate in the pilot-testing when the model is completed.
- MHD CLPPP actively participated on a statewide committee to develop the lead module for the Wisconsin Electronic Disease Surveillance System (WEDSS).
- The MHD CLPPP PHN Coordinator participates on the Wisconsin State Lead Elimination Plan "Targeting Screening of High Risk Populations" sub- committee. The sub-committee mission is to improve blood lead testing of state-wide Medicaid and WIC eligible children less than 6 years of age.
- Provider Report Cards - Mailings continue to go out from the State Lead Program to all Medicaid Medical Providers in the state with their rate of screening children that are enrolled in Medicaid and were seen in their practice. This mailing includes a list of children that were seen at their practice but failed to receive a lead test. The PHN Coordinator serves as a contact for questions about lead testing and treatment interventions.

**IV. Actions undertaken in 2011 to evaluate and reduce lead-based paint hazards:**

- **Screening (blood lead testing):** 2011 preliminary data indicates that the CLPPP received reports of 721 children with lead levels newly identified 10 µg/dL or greater.
- **Laboratory Analysis:** The MHD CLPPP Chemistry Laboratory continued to analyze blood lead, dust lead, soil and paint chip samples for all properties receiving MHD CLPPP intervention.
- **Surveillance:** The lead poisoning prevalence rate in 2010 is at 3.4%, a decrease from 4.4% in 2009.
- **Care Coordination:** Comprehensive home visit services were provided to children newly identified as cases with elevated blood lead levels of 10ug/dl. Preliminary data reports that Milwaukee Public Health Nurses made 390 home visits to families with children with elevated lead levels to assure medical follow-up, and Health Service Assistants made over 320 home visits for early intervention of children with levels below that requiring a nursing visit.
- **Target Area:** The Target Area for Primary Prevention was expanded March 2011 to accurately reflect the location of pre-1978 housing in the City of Milwaukee with a goal of abating lead hazards prior to a child's lead poisoning.
- **Lead-safe units funded:** A total of **265** units were completed in a lead safe manner using CDBG funds.
- **Community Capacity Building:** Partnerships were continued in 2011 with three community based organizations; Sixteenth Street Community Health Clinic, Sherman Park Community Association, and Dominican Center for Women. New collaborations were formed with Southside Organizing Committee (SOC) and Social Development Commission (SDC) to expand community awareness regarding the City's Childhood Lead Poisoning Prevention Program.

- ***Health/Housing Partnerships:*** The Milwaukee Health Department continued to identify multiple opportunities for health-housing partnerships to eradicate childhood lead poisoning. These opportunities relate primarily to the Department of Neighborhood Services (DNS) Building Code Compliance Program, Dept. of City Development (DCD) in-rem (tax foreclosure) properties and HACM's Section 8 program.
- ***Prevention of Disabilities in Children:*** An increase in housing foreclosures has increased the instability in the rental market resulting in chronically lead poisoned children becoming more vulnerable to hazardous conditions. To respond the program is working with our community partners to identify and provide outreach to owners of multi-family units for program participation. Additionally, the Milwaukee Health Department's Childhood Lead Poisoning Prevention Program continued to support the Milwaukee Public Schools (MPS) and Headstart Programs by providing blood lead testing, attending Health Fairs and working with IEP staff to provide blood lead results for learning interventions.

**18) Identify actions taken in 2011 to address needs of homeless persons.****PY 2011 Homeless #18 Response:**

Persons with special needs as well as the homeless are an important concern for the City as it is recognized that addressing the needs of all citizens, regardless of their circumstance, is an essential component to strengthening neighborhoods. The City of Milwaukee supports an integrated, coordinated system of homeless services that is coordinated through the mechanisms of the Milwaukee Continuum of Care and the Emergency Shelter Task Force. The system is a stable, well-functioning continuum that has continued to effectively serve homeless individuals and families in 2011.

To further the City's strategic goal of reducing and preventing homelessness and domestic violence in our community, the City allocated CDBG and Emergency Shelter Grant (ESG) funds for activities geared to assist homeless persons achieve stable housing and self-sufficiency. These funds were provided to conduct street outreach, and homeless prevention activities, to operate emergency and transitional shelter facilities, provide supportive services, legal assistance and other services aimed at preventing and reducing homelessness for individuals, families, runaway/homeless youth, victims of domestic violence and mentally and physically disabled persons.

A key sub-committee of the Milwaukee Continuum of Care, the Milwaukee Shelter Task Force, is made up of the executive directors of emergency homeless shelters. This group is the vehicle that ensures the coordination of services and recommends the efficient allocation of resources across the system. The shelters utilized a mix of private and Local, State and Federal governmental resources to address the needs of the homeless, including, but not limited to: Milwaukee County (funds from various divisions such as mental health, GAMP-medical assistance), United Way, Health Care for the Homeless, State of Wisconsin-Dept. of Health and Human Services, State Shelter Subsidy Grants, State ESG Transitional Housing Program (THP), HUD Supportive Housing Project funds, private donations, in-kind volunteer donations.

**Homeless Needs****19) Identify actions taken in 2011 to address needs of homeless persons.**

Milwaukee has a well-developed and coordinated system of services to address the needs of homeless persons. In other words, Milwaukee does not address homelessness simply by the provision of emergency shelter. Critical system components include:

- Homelessness Prevention
- Information and Referral & Service Coordination
- Provision of Emergency Shelter
- Homeless Management Information System

**Response: 2-1-1 @ IMPACT:** Telephone information and referral to persons seeking shelter and assistance with other basic needs is provided by IMPACT 2-1-1. Year-end data provided by 2-1-1 indicated that there were 17,120 shelter-related needs identified by callers to 2-1-1 during 2011. Of all the callers to 2-1-1 in 2011, 14.2% presented the need for shelter. This is higher than 2010 when the percentage of shelter callers was 11.6% of total callers. Of the total shelter-related needs presented, 84.6% were designated as Met and 15.4% were Unmet. The number of shelter-related needs increased by 11.9% in 2011 compared to 2010. Most of this increase specifically reflected requests for emergency shelter: in 2010, there were 13,766 requests for emergency shelter compared to 14,989 in 2011.

### Calls to IMPACT 2-1-1: 2010 and 2011

Service Type	Year 2010	Year 2011	Percent Increase
Crisis nursery	196	413	110.7%
Domestic violence shelter	1,053	1,391	32.1%
Emergency shelter	13,791	14,989	8.7%
Runaway/youth shelter	257	327	27.2%
Total	15,297	17,120	11.9%
All calls	132,248	120,610	-8.8%
Percent shelter-related calls	11.6%	14.2%	22.7%

2-1-1 continues to use state-of-the-art call center technology to track wait times, analyze call length, and identify areas for process improvement. 2-1-1 has provided significant technical assistance to the Continuum of Care's efforts to consider alternative methods for coordinated entry to the homeless services system.

**Street Outreach to Homeless Persons:** Milwaukee has a comprehensive, coordinated outreach system that involves several experienced partner organizations:

**a. Health Care for the Homeless(HCH)** conducts general street outreach to adults at 7 meal sites and 17 encampments/known locations, daily M-TH, and Friday, early AM. In 2011, HCHM reached 392 unsheltered homeless, using trust building and motivational interviewing to connect them to services.

**b. The PATH Program** is a federal grant received by Health Care for the Homeless which then partners with the Community Advocates Homeless Outreach Nursing Center (HONC). Both HCHM's PATH outreach worker and the three HONC workers conduct outreach specifically to people with mental illness. Both HCHM and HONC record enrollment utilizing *ServicePoint* and in 2011, 321 were enrolled. All (100%) of these enrollees are either suspected as having or documented as having mental illness. Over 800 people were outreached through the PATH Program and 321 people were enrolled.

**c. The Center for Veterans Issues (CVI)** searches for veterans early mornings and evenings during the week and daily under bridges, in abandoned buildings, public building lobbies and bathrooms, cars, buses, parks and at meal sites (St. Ben's Community Meal, and St. Vincent de Paul north and south locations). In 2011, CVI identified 128 homeless vets eligible and willing to participate in services. They were assessed at CVI, transported to the Veterans Administration Medical Center for health check-ups, and connected to shelter, housing, and services.

**d. Walker's Point-Pathfinders Street Beat** operates 5 days/week, stopping at 20 intersections, scouting 20+ known locations, and traversing the city. From October 1, 2010 to September 29, 2011 (the most recent data available), Street Beat contacted 4,528 youth on the street. These youth received resource and referral information about a variety of services including sexual exploitation and abuse prevention and risk reduction information. Of the total number of youth contacted on the street, 120 were engaged in service encounters with project staff; these youth received additional assistance relative to survival resources, sexual abuse and exploitation prevention, basic needs, and transportation assistance.

**e. The Drop-In Center**, established at Pathfinders in 2010, works in partnership with Street Beat. The Drop-In Center is Street Beat's home base and is the primary place to which street youth are referred. At the Drop-In Center, youth receive basic needs assistance such as food, laundry, showers, and clothing and hygiene supplies. Youth seeking to leave the streets and obtain permanent housing are connected to the Drop-In Center Lead Case Manager for longer-term assistance and support. From October 1, 2010, to September 29, 2011 (the most recent data available), 475 youth were served by the Drop-In Center.

**Emergency Shelter:** In 2011, the Milwaukee shelter system provided services to 5,253 people, an increase of 11.0% over the 2010 total of 4,732. Of the total, 3,455 were single individuals (65.8%) and 1,798 persons in households/families (34.2%).

Emergency shelter for families/households included services provided by Cathedral Center, Salvation Army Emergency Lodge, and Social Development Center Family Support Center. Persons in households/families (N=1,798) had a total of 57,410 nights in shelter. This represents an average length of stay of 31.9 nights for persons in households/families. Emergency shelter for single individuals included services provided by Cathedral Center, Salvation Army Emergency Lodge, Guest House of Milwaukee, Hope House of Milwaukee, La Causa, and Milwaukee Rescue Mission. Single individuals (N=3,455) had a total of 125,681 nights in shelter for an average length of stay of 36.4 nights.

Persons in emergency shelter, both individuals and persons in families/households, receive a variety of services depending on the specific facility, including case management, access to HPRP resources, employment services, mental health and substance abuse services, parenting/life skills, and services for children.

**Homeless Assistance:** HPRP (Homelessness Prevention and Rapid Re-housing Program) provides financial assistance, including rental assistance, security and utility deposits, utility payments, moving cost assistance, and motel and hotel vouchers, to help homeless people quickly access permanent housing. From the start of the grant to present (July 1, 2009 to December 31, 2011), HPRP has provided Homeless Assistance Financial Assistance to 4,106 persons and 1,935 households and Homeless Assistance Housing Relocation and Stabilization Services to 4,508 persons and 2,091 households.

**10-Year Plan Implementation:** The 10-Year Plan to End Homelessness was officially approved by the Common Council of the City of Milwaukee and signed by Mayor Tom Barrett in October 2010. The 10-Year Plan was the result of a year-long planning process that involved over 100 individuals and organizations in a focused effort to significantly enhance the prevention of homelessness, improve employment and behavioral health services for homeless people to address barriers to permanent housing, and create new permanent housing with supportive services inventory to house people with disabilities. The Milwaukee Continuum of Care is using the 10-Year Plan to enlist the involvement of business, government, faith community, foundations, advocates, educational institutions, and homeless services providers in a coordinated effort to achieve key measurable annual progress. The 10-Year Plan to End Homelessness includes specific action steps and annual outcome measures and can be accessed at [www.milwaukeeccoc.org](http://www.milwaukeeccoc.org). Following is a summary of the primary elements of the 10-Year Plan and the Continuum of Care's progress to date on the plan.

**The 10-Year Plan has four pillars:** *Prevention and Emergency Services, Economic Support and Employment, Mental Health, Substance Abuse and Support Services, and Permanent housing.* Each is described below.

### **Pillar 1: Prevention and Emergency Services**

The 10-Year Plan for Prevention and Emergency Services emphasizes the early provision of services aimed at preventing stays in emergency shelter in the first place and rapidly re-housing people if they become homeless and must use shelter resources. Milwaukee has an extensive emergency shelter system with 438 shelter beds for single adults and 233 beds available for persons in families. The 10-Year Plan assumes that Milwaukee's existing emergency shelter inventory will stay in place but will be used differently in the future. Essentially, the approach adopted by the Plan is one that moves resources to an earlier point of intervention before people come into emergency shelter. A variety of prevention services and pre-shelter interventions are planned. Once people become homeless, the plan includes activities aimed at rapidly re-housing them so they are able to find, secure and maintain permanent housing.

**The 10-Year Plan includes the following Prevention and Emergency Services elements:**

- **Improved Discharge Planning:** Ensure that people leaving institutions such as health care facilities, mental health care, jails and correctional facilities and the foster care system are not discharged to the shelter or to the street through the development of a signed Memoranda of Understanding with discharging institutions with monitoring conducted by the Continuum of Care Homeless Management Information System.

**Progress:** A Hospital Discharge Work Group consulted with hospital social workers and other key stakeholders to develop a draft agreement that is currently being reviewed by representatives of Milwaukee's four hospital systems.

- **Homeless Connect:** Conduct an annual Project Homeless Connect that will provide homeless and near-homeless people with direct access to information and services on housing, benefits, employment, legal services, health care, mental health care, clothing, hygiene, and other services; and provide an opportunity to involve community volunteers and businesses in homeless services.

**Progress:** The Continuum of Care has sponsored two Homeless Connect events; in October 2011, the event was conducted at Marquette University, drawing nearly 200 homeless people and including a variety of critical resources including a Job Fair, health screenings, benefits information, and more.

- **Homelessness Prevention/Rapid Re-housing:** Provide landlord/tenant mediation and other legal assistance to people facing eviction; and implement a rapid re-housing program for individuals and families that includes limited rent assistance, the establishment of a preferred provider network, and housing locator services.

**Progress:** See HPRP information provided above.

- **Outreach:** Establish a homeless prevention system that utilizes 2-1-1 and street outreach to provide information, assessment, triage, shelter diversion, and referral to housing and support services including behavioral health services to prevention/shorten shelter stays.

**Progress:** See outreach information provided above.

- **Best Practices:** Establish best practices for landlords, shelters, and other homeless service providers to ensure high quality services focused on rapid re-housing.

**Progress:** The Continuum of Care and its subcommittees, the Shelter Task Force and Transitional Housing Group, meet regularly to share information, receive training, and develop solutions to shared problems.

**Pillar 2: Economic Support and Employment**

The 10-Year Plan for Economic Support and Employment focuses primarily on the challenge of significantly improving employment and training opportunities for homeless people through better use of Milwaukee's existing employment and training resources. Integrating homeless people into the mainstream is a high priority along with innovative approaches to homeless-specific programming.

Unemployment among Milwaukee's homeless is extreme; the 2011 Homeless *Point in Time Survey* found that 78% of homeless people were unemployed and most of those (64%) had been unemployed for a year or more. At the same time, 75% of homeless have completed high school and 38% have some education beyond high school, including some college, technical or trade school, as well as college graduation. Though chronically unemployed, homeless people, even those with disabilities, indicate a strong willingness and desire to work.

Findings of an analysis of the intersection of homelessness and employment in Milwaukee identified several areas for action including homeless' concerns about employment, employer attitudes, and the accessibility of existing employment and training resources managed by the Milwaukee Area Workforce Investment Board, Milwaukee Area Technical College, and other institutions.

**The 10-Year Plan includes the following Economic Support and Employment elements:**

- **Job Fair:** Integrate a Job Fair into the annual Homeless Connect that will recruit employers with an interest in hiring homeless people and provide direct access to employment and training service providers.

**Progress:** A Job Fair was conducted as part of the 2011 Homeless Connect.

- **Work-Linked Supportive Housing:** Implement a Work-Linked Supportive Housing Program with place-based part-time jobs and support services created by the housing management entity and partnering employers.

**Progress:** The Center for Veterans Issues in partnership with the Milwaukee Center for Independence has established a culinary skills training program with a commercial grade kitchen at the new Veterans Manor, a permanent housing project supported by Continuum of Care Bonus Project funding.

- **Employment Opportunity Center:** Create a centralized Employment Opportunity Center to provide soft skills training, financial literacy, individual development accounts, training coordination, employee brokers, legal services, and job coaching and job retention assistance to homeless workers.

**Progress:** Toward this end, the Continuum of Care's Employment Work Group developed a comprehensive directory of employment services in Milwaukee and is conducting training of frontline workers to improve their knowledge of available resources and improve their ability to advocate on behalf of homeless clients.

- **Pathways:** Create new pathways for homeless job seekers to maximize use of mainstream employment and training resources including those managed by TANF/W-2, Department of Vocational rehabilitation, Milwaukee Area Workforce Investment Board, Ticket to Work, Goodwill, and the Milwaukee Area Technical College.

**Progress:** See above.

- **Social Enterprise:** Study the feasibility of a job-creating social enterprise based on successful models and best practices developed in other cities.

**Progress:** This component has not yet been addressed by the Continuum of Care.



### **Pillar 3: Mental Health, Substance Abuse, and Support Services**

The 10-Year Plan for Mental Health, Substance Abuse, and Support Services focuses on the generation of sustainable resources to support high quality behavioral health services for people with mental health and substance abuse disorders. As Milwaukee has begun to develop more permanent supportive housing for homeless people with disabilities the issue of supportive services funding has become critical. With planned inventory expansions of 1,260 units over the next ten years, the challenge has become even greater. High quality permanent supportive housing requires the provision of skilled case management, peer support, and supportive services that can help people maintain recovery and stay in permanent housing. The 10-Year Plan elements focus on how to create a stable infrastructure of behavioral health services that can accommodate growth in the community's permanent supportive housing inventory and ensure the best possible support for homeless people who become residents in these new housing units.

The 10-Year Plan also attends to the growing commitment to peer support, looking at this new resource as a key way to increase the level of support within the permanent supportive housing environment; all within the context of establishing, monitoring and enforcing best practice standards for permanent supportive housing over the long term. Advocacy for the interests of homeless people at every level of community planning and policymaking is also included in the plan.

#### **The 10-Year Plan includes the following Mental Health, Substance Abuse, and Supportive Services elements:**

- ***Sustainable Funding:*** Secure annual funding in the Wisconsin state budget to fund supportive services for individuals and families living in permanent supportive housing projects that are supported by the Continuum of Care.

***Progress:*** The Continuum of Care, through its lead agency Community Advocates, has been instrumental in the establishment of a statewide homeless coalition to develop strategies to address this growing resource need.

- ***SOAR:*** Implement an expanded SOAR (SSI/SSDI Outreach, Access and Recovery) that will pair a SOAR specialist with case management to significantly increase the number of people able to secure SSI/SSDI.

***Progress:*** A SOAR Work Group was established in 2011; additional work on expanding SOAR to homeless service providers is planned for 2012.

- ***Best Practices:*** Develop best practice standards for permanent supportive housing which incorporate recovery principles; and conduct regular monitoring of permanent supportive housing to assure compliance with those standards.

***Progress:*** The Continuum of Care is gathering information from other cities regarding best practice standards.

- ***Peer Support:*** Expand the successful resident manager and peer support specialist models to new permanent supportive housing developments.

***Progress:*** Empowerment Village and other new permanent supportive housing projects incorporate trained peer support as a fundamental service component. The Continuum of Care continues to encourage developments which replicate this successful model.

- **Advocacy:** Advocate for the interests of the homeless in the development of community plans and system improvement initiatives, specifically in the areas of identifying alternative and sustainable sources of revenue for homeless services, improving access to mainstream benefits and supportive services, integrating substance abuse and mental health services, and consumer involvement in policy and program decision-making.

**Progress:** The Continuum of Care has been involved in the mental health system redesign commissioned by Milwaukee County as well as other advocacy efforts during the past year. CoC staff have partnered with Living Proof, a group of formerly homeless individuals, to find ways to improve consumer involvement in CoC policy and planning activities.

#### **Pillar 4: Permanent Housing**

The 10-Year Plan for Permanent Housing emphasizes the use of existing and planned financial resources to significantly expand the availability of permanent supportive housing for homeless people, especially people with mental illness and other disabilities. Milwaukee's current permanent housing inventory for homeless people includes 631 units for individuals and 214 units for persons living in families. The 10-Year Plan looks to existing sources and mechanisms to increase the number of permanent supportive housing units by 1,260 over the next ten years. The Plan elements assume shared responsibility involving the Continuum of Care's Bonus Project resource through the U.S. Department of Housing and Urban Development, and commitments from the State of Wisconsin (WHEDA), Milwaukee County, and the City of Milwaukee.

#### **The 10-Year Plan includes the following Permanent Housing elements:**

- **New Construction:** Assist the construction of 1,260 new permanent supportive housing for homeless individuals by providing gap funding through the Continuum of Care bonus project funding, City and County resources including HOME, CDBG, and Housing Trust Fund resources, and WHEDA Low Income Housing Tax Credits.

**Progress:** A total of 330 new permanent supportive housing units have been developed since 2009; these units are designated for persons with mental illness and/or those who are chronically homeless. In 2011, the CoC's Permanent Housing Work Group embarked on an analysis of the cost-benefits of permanent supportive housing to assist in future fund development efforts.

- **Siting/Zoning Plan:** Develop a permanent supportive housing siting/zoning plan that will assist in combating zoning and NIMBY barriers.

**Progress:** There was substantial work done on developing a plan to facilitate the development of new permanent supportive housing and other facilities serving the homeless; a plan was approved by the Milwaukee Common Council in 2011.

- **Housing Access Partnership:** Create a Housing Access Partnership for Milwaukee County/City to address barriers to publicly-assisted housing that are experienced by homeless people.

**Progress:** The Continuum of Care has not yet addressed this plan component.

- **New Funding:** Continue to seek new funding to create additional housing including Section 811 Project Rental Assistance Contract, National Housing Trust Fund, NSP and HUD's set-asides of Section 8 for special populations.

**Progress:** New permanent supportive housing projects including Veterans Manor, Empowerment Village, Capuchin Apartments, Mercy Housing, and others have used a variety of funding sources including Low Income Housing Tax Credits, Neighborhood Stabilization Program, HUD Supportive Housing Program, City and County Housing Trust Funds and other sources to support their projects' development.

**Project Homeless Connect:** The second Project Homeless Connect was held October 20, 2011, from 10:00 a.m. to 2:00 p.m., at the Alumni Union at Marquette University. Project Homeless Connect is a national model that has been implemented in cities all over the U.S. The concept is to bring a variety of important resources under one roof to allow homeless people immediate and easy access. Milwaukee's Homeless Connect involved 200 volunteers who assisted over 200 homeless people access the services offered by sixty agencies that had booths and services set up on-site including shelters, City of Milwaukee Health Department, meal sites, mental health resources, veterans services, dental screening, legal consultation, assistance with obtaining birth certificates, medical and mental health screenings, HIV/STI screenings, clothing bank, hygiene item bank, Emergency Assistance, and Social Security appointments. This year, a Job Fair was added; in addition, each homeless consumer who developed a resume with volunteer assistance was given a flash drive with the resume on it to use for future job applications.

## **20) Identify actions taken to help homeless persons make the transition to permanent housing and independent living.**

In 2011, 73% of the individuals/families leaving Milwaukee transitional housing programs successfully transitioned to permanent housing. In addition, 91% of the people in permanent supportive housing programs stayed in permanent housing for six months or more. In both cases, Milwaukee's performance exceeded the national standards set by the U.S. Department of Housing and Urban Development.

In addition to this high level of performance for HUD-supported transitional and permanent housing programs, Milwaukee emergency shelters have embarked on an enhanced effort to rapidly re-house people who become homeless and must use emergency shelter. Supported by the Homeless Prevention and Rapid Re-housing Program (HPRP), these efforts include:

**Rapid Re-housing for Families** is a partnership program with Community Advocates as the lead agency and including the Cathedral Center, Social Development Commission-Family Support Center<sup>1</sup>, Hope House of Milwaukee, Salvation Army and the Housing Authority of the City of Milwaukee to provide permanent housing with case management services to homeless families. Families receive short-term housing assistance for up to 18 months with intensive case management services to help them stabilize and gain the skills necessary to maintain housing and increase income. At the end of the service period, families are provided with a rent-subsidized housing unit through the Housing Authority of the City of Milwaukee.

**Rapid Re-housing for Single Adults** is a partnership of Guest House of Milwaukee, Center for Veterans Issues, Community Advocates, and Health Care for the Homeless with support from the Milwaukee County Housing Division. The project assists single homeless adults to find permanent housing, access mainstream resources, and, depending on their disability status, to pursue employment or SSI (Supplemental Security Income) benefits. Participants are housed in efficiency apartments with utilities included and receive case management services directed toward assisting each individual secure steady employment and/or benefits income to sustain permanent housing.

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<sup>1</sup> As of 1/1/2011, SDC no longer operates the Family Support Center; FSC's operation has been taken over by Community Advocates.

**Rapid Re-housing for Youth** is a partnership between Pathfinders, St. Aemilian-Lakeside, and Walker's Point Youth and Family Center. This program provides rent assistance to youth to help them obtain and maintain safe and suitable housing. Case management is provided focusing on educational attainment, job development and retention, independent living skills, and healthy emotional growth. This project focuses on young adults ages 18 to 25 with a special emphasis on gay, lesbian, bisexual, transgender and questioning (LGBTQ) youth, former foster care youth, youth aging out of foster care, and other single and parenting young adults.

**New Permanent Supportive Housing:** In addition to these immediate services, the 10-Year Plan to End Homelessness sets a goal of creating 126 new permanent supportive housing units annually (1,260 over ten years). Toward this end, the Continuum of Care reconvened its Permanent Housing Work Group in 2011 to bring nonprofit and private developers to develop a three-year development plan to meet this goal which will specify projects, funding sources, and timelines in more detail. This is especially critical since permanent supportive housing projects require well-coordinated funding from multiple public and private sources.

**21) Identify actions taken to implement a continuum of care strategy for the homeless and new Federal resources obtained during the program year, including from the Homeless Super NOFA.**

**Super NOFA:** This year, the Milwaukee Continuum of Care received a total of \$11,079,349 under the 2010 Super NOFA, including \$7,317,766 to support transitional housing, permanent supportive housing, homeless information management system services, supportive services and homeless outreach, \$2,814,540 to support Shelter + Care programs, and \$947,043 for a new permanent supportive housing project for veterans. The Milwaukee Continuum of Care continues to seek opportunities to apply for additional Federal resources to support the continuum of homeless services.

**HPRP:** At the request of the CoC's jurisdictions, the CoC developed the HPRP plan which has been implemented since July 1, 2009. To develop the plan, the CoC convened 5 focus discussion groups: family homeless services providers, homeless youth-serving agencies, and homeless adult service providers, including veterans, legal services organizations, and leaders of the 10-Year Plan work groups to review utilization trends, best practices and programming priorities. The following entities jointly developed the HPRP plan which was approved by the City: Housing Authority, Community Advocates, Salvation Army, Hope House, Social Development Commission, Cathedral Center, Walker's Point Youth & Family Center, Pathfinders, St. Aemilian-Lakeside, Vets Place Central, Guest House, Health Care for the Homeless, My Home/Your Home, Legal Action of Wisconsin, and Legal Aid Society. The HPRP Plan included 7 components that are coordinated by Community Advocates, the CoC lead agency, with program services provided by the network of homeless family, individual and youth providers in the following areas: 1) Family Rapid Re-Housing; 2) Rapid Re-Housing for Youth Ages 18-25; 3) Rapid Re-Housing for Single Adults; 4) Prevention of Homelessness Related to Foreclosure of Rental Units; 5) Legal Assistance to Prevent Eviction; 6) Landlord/Tenant Mediation; and 7) Direct Assistance for Eviction Prevention with Case Management. This represents the total allocation of HPRP funding to the City of Milwaukee except for funds reserved for administration.

**NSP:** Continuum of Care member, Milwaukee County Housing Division, was successful in committing \$650,000 of NSP funds for the acquisition of an 18-unit building to be used for supportive housing; the units were occupied in early 2011. A significant number of residents were drawn from the Shelter + Care program and/or the HPRP.

**VA:** The CoC has worked closely with the Veterans Administration at Wood, Wisconsin, in its VA CHALLENGE to develop a point in time estimate of homeless veterans, identify chronically homeless veterans, rank veteran needs and develop an action plan. At this time, there are 130 HUD/VASH Vouchers for Milwaukee County; VA staff work closely with the CoC to identify appropriate recipients.

## **Specific Homeless Prevention Elements**

### **22) Identify actions taken to prevent homelessness.**

**Response:** Efforts to prevent homelessness have been significantly enhanced since the establishment of the Homeless Prevention and Rapid Re-housing Program (HPRP). This is consistent with the priorities identified in the 10-Year Plan to End Homelessness which focuses on preventing homelessness whenever possible and rapidly-re-housing people if they lose stable housing and must come into emergency shelter.

Several specific elements of HPRP focus on the prevention of homelessness including: Legal Services provides eviction prevention assistance to low-income renters who are at imminent risk of homelessness due to nonpayment of rent, foreclosure, or other circumstances. Legal Action of Wisconsin and Legal Aid Society provide legal services to individuals referred by partnering HPRP organizations as well as eligible individuals who directly access their services. Landlord/Tenant Mediation Services are provided by Community Advocates and include a range of housing services including landlord/tenant dispute resolution, case management, and the provision of short-term direct rental assistance. Direct (short-term financial) Assistance for Eviction Prevention coupled with case management is provided through the Community Advocates Landlord/Tenant Mediation Services and the Center for Veterans Issues. HPRP has been a major resource for homelessness prevention. From the start of the grant (July 1, 2009) to present, HPRP Homelessness Prevention Financial Assistance programs, including rental assistance, security and utility deposits, utility payments, moving cost assistance, and motel and hotel vouchers, have assisted 1,589 persons and 709 families. Homelessness Prevention Housing Relocation and Stabilization Services, including case management, outreach and engagement, housing search and placement, legal services, and credit repair, have Assisted 1,225 persons and 556 families. Of those assisted by HPRP Homelessness Prevention, 98.7% found permanent housing, most commonly unsubsidized rental housing (91.6%).<sup>2</sup>

## **Emergency Shelter Grants**

### **23a) Identify actions to address emergency shelter and transitional housing needs of homeless individuals and families (including significant subpopulations such as those living on the streets).**

**Response:** Milwaukee's information and referral service (2-1-1 @ IMPACT) and street outreach to persons living on the street are described fully in Section 1). The Milwaukee emergency shelter and transitional housing programs are listed in the following table.

**Milwaukee Emergency Shelter Inventory: 2011**

<b><u>Operating Agency</u></b>	<b><u>Program</u></b>	<b><u>Individuals</u></b>	<b><u>Families</u></b>
Cathedral Center	Cathedral Center	<b>32</b>	<b>32</b>
Community Advocates	Milwaukee Women's Center Refute		<b>22</b>
Community Advocates	Family Support Center		<b>70</b>
Guest House of Milwaukee, Inc.	Guest House	<b>38</b>	
Hope House of Milwaukee, Inc.	Hope House	<b>11</b>	
La Causa	Crisis Nursery	<b>23</b>	
Rescue Mission	Safe Harbor	<b>250</b>	
Rescue Mission	Joy House		<b>80</b>
Salvation Army	Emergency Lodge	<b>72</b>	<b>48</b>
Sojourner Family Peace Center	Sojourner Truth House		<b>37</b>
Pathfinders, Inc.	Pathfinders	<b>8</b>	
Walker's Point Youth and Family Center	Runaway and Teen Shelter	<b>8</b>	
<b>Total</b>		<b>431</b>	<b>289</b>

<sup>2</sup> Homelessness Prevention and Rapid Re-housing Program (HPRP) Quarterly Progress Report, Section 2: Program Performance: Number of Persons and Households Served, 1/1/11.

### Milwaukee Transitional Housing Inventory: 2011

<u>Operating Agency</u>	<u>Program</u>	<u>Individuals</u>	<u>Families</u>
AIDS Resource Center of Wisconsin	Wisconsin Home	26	
Center for Veterans Issues	Vets Place Central	84	
Community Advocates	Autumn West Safe Haven	17	
Community Development Partners, Inc.	Project Restore Transitional Housing		65
Day Star, Inc.	Day Star	10	
Guest House of Milwaukee, Inc.	Guest House Transitional Housing	38	
Health Care for the Homeless	Faith Transitional Housing		86
Hope House of Milwaukee, Inc.	Hope House Transitional Housing	14	48
Meta House, Inc.	Meta House Transitional Housing	11	40
Milwaukee County Behavioral Health Division	Safe Haven	23	
My Home Your Home, Inc.	Lissy's Place	17	
Salvation Army	Winter Star	30	
Veterans Administration	VA Mental Health	50	
Walker's Point Youth and Family Center	Transitional Housing	18	16
YWCA of Greater Milwaukee	Transitional Housing		82
<b>Total</b>		<b>328</b>	<b>416</b>

### Homeless Discharge Coordination

#### **23b) Explain how your government is instituting a homeless discharge coordination policy and how ESG homeless prevention funds are being used in this effort.**

**Response:** Milwaukee's homeless prevention effort begins with a comprehensive, coordinated approach to reducing inappropriate discharges from publicly funded institutions including foster care, health care, mental health, and corrections. The problem of inappropriate discharges, specifically 'discharges to the street' has historically been very serious in Milwaukee as it has in other major U.S. cities. With the encouragement of the U.S. Department of Housing and Urban Development and through the concerted actions of the Milwaukee Continuum of Care, the community has identified discharge protocols used by each major institution which act to prevent inappropriate discharges. The **foster care system**, managed by the Bureau of Milwaukee Child Welfare, has established a formal protocol relative to the foster care discharge of youth reaching the age of 18. A Transitional Living Plan is developed for each foster care child when he/she reaches the age of 15.5 years; the plan addresses educational attainment, acquisition of daily living skills, employability, health care, and related services. As a consequence, individuals leaving foster care are not discharged to shelter or other McKinney-Vento funded projects.

**Health care** discharges to the street are partially prevented by the fact that all Milwaukee community hospitals have established protocols for discharge planning for individuals leaving their facilities after inpatient stays. Discharge planning addresses post-inpatient housing particularly from the perspective of maintaining adequate continuity of care. Because issues pertaining to hospital discharges to the street or shelter have been consistently documented by the *Point in Time Survey*, the Continuum of Care established a Hospital Discharge Work Group in 2011 which has developed a draft working agreement with the area's four hospital systems intended to reduce the incidence of this problem.

**Mental health** discharges have traditionally been a major source of inappropriate discharges to the street. Milwaukee County Behavioral Health Division policies, however, are intended to insure that BHD patients are not discharged to the street or to shelter. All providers of BHD-funded inpatient and residential care (as well as community hospitals providing psychiatric care) adhere to Chapter 51 section 51.35 (5) of the State Alcohol, Drug Abuse, Developmental Disabilities and Mental Health Act which mandates that discharged persons be connected to necessary transition services to ensure a proper residential living environment.

In addition, Milwaukee County has sought and received State of Wisconsin, Bureau of Housing, Homeless Prevention Program funding to support emergency placement/rent payment for individuals exiting psychiatric emergency or inpatient care who would otherwise be homeless.

When individuals are released from **Corrections**, the Milwaukee Region of the Department of Corrections has an established protocol which requires probation agents to complete a release plan for each offender that includes the identification of adequate community housing. When no housing option is available, probation agents are allowed to purchase housing in a rooming house or similar environment while the search for safe and permanent housing continues. The Sheriff's Office, in charge of the operation of the local jail and House of Correction, does not provide discharge planning. However, because of the short stays in both facilities, offenders generally return to the pre-incarceration housing situation.

ESG funds are instrumental in the effort to prevent discharges from institutions to the streets or shelter although the problem of discharges without a place to stay continues to be a serious one. The 2011 Homeless *Point in Time Survey* results indicate that 12% of respondents had been discharged from a hospital/health care facility in the past six months with no place to stay; 6% from a mental health facility; 8% from the County Jail or House of Correction; 3% from prisons; and 1% from foster care/group home.<sup>3</sup>

### **Summary of Progress**

#### **Comparison of Actual Housing Accomplishments with Proposed Goals for the 2011 Program Year**

Activity	Strategy	HUD Objective	HUD Outcome	HUD Performance Indicator	FY 2011 benchmarks (proposed)	FY 2011 Actual (#units)
Emergency & Transitional Shelter & supportive services	Provide emergency shelter & transitional housing & supportive services to promote housing stability & independence	Suitable Living Environment	Availability/ Accessibility	# low income, homeless persons achieving housing stability, safety & independence	6,100 (CDBG funds)	(CDBG) 7,028
					5,600 (ESG funds)	(ESG) 2,888

<sup>3</sup> 2011 Point in Time Survey of Milwaukee's Homeless Citizens, Milwaukee Continuum of Care, December 2011.

### **Matching Resources**

**24) a. Provide specific sources and amounts of new funding used to meet match as required by 42 USC 11375(a)(1), including cash resources, grants, and staff salaries, as well as in-kind contributions such as the value of a building or lease, donated materials, or volunteer time.**

### **PY 2011 #24a response: ESG Matching Resources**

Besides, CDBG, providers utilize a mix of local, state, federal and other resources to address the needs of the homeless, including, but not limited to: State of Wisconsin, United Way, volunteers, private donations, in-kind contributions, FEMA and Milwaukee County ESG.

**Sources of Match Requirements for ESG Funds**

<b>Agency</b>	<b>2011 ESG Amount</b>	<b>Matching Funds</b>	<b>Source of Matching Funds</b>
Cathedral Center	25,442	25,442	<b>CDBG</b>
Community Advocates	234,674	234,674	<b>CDBG</b>
Daystar Secondary Housing for Battered Women	28,672	28,672	<b>CDBG</b>
Guest House Emergency Shelter	97,653	97,653	<b>CDBG</b>
HOPE House	86,971	86,971	<b>CDBG</b>
La Causa Family Center	30,091	30,091	<b>CDBG</b>
Pathfinders Milwaukee, Inc. (formerly Counseling Center of Milwaukee)	20,554	20,554	<b>CDBG</b>
Salvation Army	97,031	97,031	<b>CDBG</b>
Sojourner Family Peace Center	52,965	52,965	<b>CDBG</b>
Walker's Point Youth & Family Center	23,113	23,113	<b>CDBG</b>
YWCA Transitional Housing	42,991	42,991	<b>CDBG</b>

### **25) State Method of Distribution**

a. States must describe their method of distribution and how it rated and selected its local government agencies and private nonprofit organizations acting as subrecipients.

Not applicable to the City of Milwaukee, Wisconsin

### **26) Activity and Beneficiary Data**

a. Completion of attached Emergency Shelter Grant Program Performance Chart or other reports showing ESG expenditures by type of activity. Also describe any problems in collecting, reporting, and evaluating the reliability of this information.

### **PY 2011 CAPER ESG #26a response:**

See IDIS reports



## **NON-HOMELESS SPECIAL NEEDS**

### **27) Identify actions taken to address special needs of persons that are not homeless but require supportive housing, (including persons with HIV/AIDS and their families).**

#### **PY 2011 Non-Homeless Special Needs #27 response:**

Persons with disabilities face challenges in accessing affordable housing. While the demand for housing within the general population is great, persons with disabilities are dually disadvantaged by economic factors and the need for special housing features. The demand for housing for the disabled exceeds the supply. Waiting lists for subsidized, barrier-free units average several years. There is a great need to increase the assistance needed by people with disabilities who rent. While there are programs for people with disabilities who are homeowners, individuals who rent do not have the options, or the options are very limited due to long waiting lists.

There is also a significant need to increase the number of Section 8 vouchers. Many subsidized complexes have opted not to renew their contract reducing the number of affordable rental units. Section 8 vouchers increase integration into the community by providing more choices to the individual with a disability.

The elderly in our community face many challenges including limited income, maintenance and repair of their homes, the need for accessible units, the need for assisted living and the desire for safe neighborhoods, transportation needs and access to social services.

The Community Development Grants Administration, in its efforts to address the accessibility needs of persons with disabilities and the special needs of the elderly, undertook the following in 2011:

#### **Actions undertaken in 2011:**

- ❖ Supported the construction and rehabilitation of housing units for the disabled.
- ❖ In all housing rehabilitation activities, to the extent possible, addressed any unmet needs of persons with disabilities before, during and after rehabilitation of relevant units.
- ❖ Continued the Housing Accessibility Program which provided handicapped accessibility ramps and other accessibility modifications for eligible households.
- ❖ Maximized the use of elderly public housing developments.

See also Section on Housing Opportunities for Persons with AIDS (HOPWA) as it relates to additional 2011 activities for Non-homeless special needs populations.

## Summary of Progress

### **Comparison of Actual Accomplishments with Proposed Goals for the 2011 Program Year**

<b>Activity</b>	<b>Strategy</b>	<b>HUD Objective</b>	<b>HUD Outcome</b>	<b>HUD Performance Indicator</b>	<b>FY 2011 Benchmarks (proposed)</b>	<b>FY 2011 Actual (# units)</b>
Housing units for disabled persons	Increase the supply of affordable housing units	Suitable Living Environment	Sustainability	#affordable housing units constructed for low income disabled persons	<b>5</b>	<b>8</b>
Accessibility Improvements for disabled	Construct handicapped ramps and & other accessibility modifications	Suitable Living Environment	Availability/ Accessibility	#accessibility improvements constructed for low income disabled persons	<b>25</b>	<b>36</b>
Employment Services	Provide Job placement & Job Training & Placement services	Suitable Living Environment	Sustainability	#low income persons trained & placed in jobs	<b>10</b>	<b>10</b>
Housing & supportive services for persons with HIV/AIDS	Provide housing & services to facilitate housing stability & independence	Suitable Living Environment	Sustainability	# low income persons obtaining housing stability & independence	<b>See HOPWA section</b>	

**28a) Assessment of Relationship of CDBG Funds to Goals and Objectives****PY 2011 CDBG Assessment #28 response:****Housing and Community Development: High Priority Objectives**

The Consolidated Plan's Housing and Community Development 5-Year Strategy focuses on creating viable neighborhoods and providing decent housing for community residents. The HCD Strategy established priorities in the following key areas recognizing that housing is a critical part of a viable neighborhood system which includes public safety, education, economic development, employment, business and social services.

- ❖ **Safe, Well-Maintained Neighborhoods**
- ❖ **Coordination of Public and Private Resources**
- ❖ **Homeownership**
- ❖ **Quality, affordable, decent rental housing**
- ❖ **Economy & Jobs**

The data, as presented in the 2011 CAPER Report, supports the fact that the City, through its funded activities, addressed priorities as established in the Consolidated Plan 5-Year Strategy.

As shown in **Chart A**, on the following page, the City allocated Federal funds to address priorities as outlined in the HCD Strategy.

## CHART A

### PROGRAMS PROMOTING SAFE, WELL-MAINTAINED NEIGHBORHOODS

Consolidated Plan Priority	Funded Activity	Funding Allocations	Actions Undertaken
<b>Blight Elimination</b>	<ul style="list-style-type: none"> <li>*Acquire/Rehab/Sell; New home construction; new rental units</li> <li>*Brownfields remediation</li> <li>*Land management, Demolition/Spot Acquisition</li> </ul>	<p>In 2011, CDBG/HOME funds were allocated to purchase private and city in-rem vacant/blighted homes for rehabilitation and sale to low/moderate owner occupants. <b>\$174,553</b> was allocated to remediate brownfields and <b>\$819,739</b> was allocated for land management, spot acquisition/ demolition of nuisance/blighted properties</p>	<p>A total of <b>39</b> units were rehabbed or constructed under the Acquire/ Rehab/Sell/New Construction/New Rental program.</p> <p>Blighted properties were acquired for reuse/redevelopment under the Demolition/Spot Acquisition program.</p>
<b>Strengthen Milwaukee's Communities through citizen participation</b>	<ul style="list-style-type: none"> <li>* Crime Prevention</li> <li>* Employment services</li> <li>* Drug house abatement</li> <li>* Youth diversion</li> <li>* Youth safe havens</li> <li>* Tenant/landlord training/ Assistance</li> <li>* Neighborhood Planning</li> <li>* Block clubs</li> <li>* Neighborhood cleanups</li> <li>* Nuisance property abatement</li> <li>* Community Prosecution</li> <li>* Youth Employment</li> </ul>	<p>In 2011, the City allocated more than <b>\$3.2M</b> to nonprofit organizations for various organizing, anti-crime and quality of life initiatives to improve the quality of life for residents.</p>	<p>New block clubs were established; drug houses and other nuisance activities were referred for action, <b>15,492</b> youth benefited from youth programming, youth employment, safe havens and Summer Youth programs; <b>7,254</b> residents participated in neighborhood strategic planning; cleanups, crime prevention initiatives and other neighborhood improvement efforts; <b>2,768</b> participated in landlord/ tenant programs; <b>1,024</b> nuisances/ criminal activities were abated through Community prosecution; <b>792</b> were served through the Driver's Licenses Recovery Program; <b>1,744</b> cleanups were conducted through target areas.</p>
<b>Employment Services</b>	<ul style="list-style-type: none"> <li>*Job training &amp; placement programs</li> <li>*Special economic development (assistance to businesses)</li> </ul>	<p>In 2011, the City allocated more than <b>\$1.6M</b> for job creation and job training and placement programs</p>	<p>A total of <b>359</b> residents benefitted from Job Placement and job Training and placement programs; <b>113</b> new jobs were created under Special Economic Development &amp; Large Impact Development programs.</p>
<b>Eliminate Graffiti on Public &amp; Private Property</b>	Graffiti Abatement Program	<b>\$81,699</b> in CDBG funds was allocated to abate Graffiti on public and private property.	<p>A total of <b>851</b> property units received graffiti abatement.</p> <p>(1 unit = 100 square feet)</p>
<b>Expand City Efforts to Combat Lead Hazards</b>	City-Wide Lead Abatement/Prevention Program	<b>\$1.4M</b> in CDBG funds was allocated for lead abatement/ prevention efforts	<b>265</b> properties received lead prevention/ abatement/ services.

Source: 2011 CDGA Program Files

**28b) Evaluate progress made toward meeting goals for providing affordable housing using CDBG funds, including the number and types of households served.**

Various CDBG/HOME-funded programs support the development and maintenance of affordable units for large families, such as:

**Acquire/ Rehab/ Sell/New Home Construction**

CDBG/HOME funds were allocated for this program which acquired, rehabilitated and sold houses to low income families as part of a comprehensive and targeted neighborhood initiative. Distressed properties that were slated for demolition were rehabilitated for income eligible homebuyers. Working with non-profit CDBG and HOME-funded groups, the City allowed these operators first priority at selected, tax-foreclosed properties for a nominal cost, generally not exceeding \$500. Properties renovated by funded non-profits were made available to low to moderate income buyers at the after rehab market value of the property. With the City absorbing the gap between the after rehab appraisal and the cost of development, renovated properties were made available and affordable for income eligible persons.

**Neighborhood Improvement Programs (NIPs)**

In 2011, CDGA and the Department of Neighborhood Services partnered with community organizations to operate Neighborhood Improvement Programs (NIPs). These programs provided direct housing rehab services to abate building code violations for very low and extremely low-income owner occupants in the CDBG target area.

**Rental Rehabilitation Loan Program**

Provides forgivable loans for the rehabilitation of residential rental units, of one or more bedrooms, for occupancy by low-moderate income households. Eligible improvements include code and safety items, energy conservation, lead hazard reduction, roofs, siding, electrical, plumbing, heating, kitchen and bathroom updates and more. The property must meet City of Milwaukee code requirements upon completion.

**Homebuyer Counseling Programs**

A total of **\$363,107** was allocated for homebuyer counseling and other homebuyer assistance activities which resulted in **216** mortgage loan closings for *first-time* low income homebuyers. Besides pre-purchase counseling and mortgage loan assistance, funded agencies provided budget counseling and assistance with credit repair.

**Buy in Your Neighborhood Program**

Assists neighborhood owner occupants in purchasing rental properties in their neighborhood. Properties must be code compliant and meet rent and tenant income restrictions so as to be affordable to low and moderate income families.

**Successful innovative programs** - such as Landlord/Tenant Training, Property Management Training, aggressive Receivership actions, Drug and Nuisance Abatement programs, Mediation programs, Safe Streets Now and the Department of Neighborhood Services' aggressive Code Enforcement program.

## HOME OWNERSHIP AND RENTAL HOUSING PROGRAMS

**HUD Objective: Provide decent, affordable housing; HUD Outcome: Affordability**

**Consolidated Plan Objectives: Improve Milwaukee's Housing Stock; Develop & Maintain Affordable, Quality, Decent Owner-Occupied and Rental Housing Units**

CDBG and HOME Funded Activities		Actions Undertaken In 2011
<b>Owner-Occupied Neighborhood Improvement Projects</b>	These programs provided forgivable loans to low-income homeowners for home repair work. In 2010, over <b>\$5.7M</b> in CDBG and HOME funds was allocated.	<b>97</b> units in need of major repair were brought into compliance with City building codes.
<b>Housing Production (Acquire/Rehab/ Sell, New Construction; New rental)</b>	The Housing Production programs acquired abandoned or distressed properties, rehabbed them and resold them to owner occupants. The program included a home-ownership training component that included finance, budgeting, homeowner's insurance and home maintenance.	<b>39</b> units of housing were constructed and/or rehabbed.
<b>Rental Rehabilitation</b>	This program provides forgivable loans to landlords for rehab of rental units occupied by low/moderate income households. A total of <b>\$375,000</b> was allocated to the program in 2011.	<b>34</b> rental rehab units were completed.
<b>Homebuyer Counseling</b>	In 2011, <b>\$363,107</b> in CDBG funds was allocated to assist first-time homebuyers.	<b>216</b> first-time home buyers closed on home mortgage loans.
<b>Fair Housing &amp; Fair Lending programs</b>	A total of <b>\$157,704</b> in CDBG funds was allocated to address discriminatory housing and lending practices in Milwaukee.	<b>414</b> fair housing/fair lending complaints were investigated.
<b>Problem Property Receivership Program</b>	This program addressed nuisances in properties, such as drugs, prostitution, property damage etc. For severe cases, the City initiated court action to enable a receiver to take control of the property, abated the nuisances and corrected dangerous and defective conditions. In 2011, <b>\$33,000</b> in CDBG funds was allocated.	<b>57</b> complaints about nuisance properties were inspected for action and resolution.
<b>Property Management/ Landlord/Tenant Programs</b>	A total of <b>\$132,285</b> was allocated to the Landlord Tenant Compliance & Tenant Assistance Program to assist landlords on effective property management. Tenants received training through tenant training seminars and were assisted with rent withholding/abatement.	<b>2,768</b> landlords & tenants participated in these programs.

Source: 2011 CBGA Program Records

**28c) Indicate the extent to which CDBG funds were used for activities that benefited extremely low-income, low-income, and moderate-income persons.**

**PY 2011 LMI Benefit #28c response**

CDBG funds, as allocated by the City, were used exclusively for the following three National Objectives:

- ❖ Benefiting low and moderate income persons;
- ❖ Addressing slums or blight, or;
- ❖ Meeting a particularly urgent community development need.

The Community Development Grants Administration complied with the overall benefit certification.

**29) Changes in Program Objectives**

**a. Identify the nature of and the reasons for any changes in program objectives and how the jurisdiction would change its program as a result of its experiences.**

**PY 2011 #29a response:**

The Community and Economic Development Committee, which is the official oversight body governing Federal Block Grant funds, adopted the **2011 Funding Allocation Plan** in July 2010, which determined the various 2011 funding categories. Funding recommendations were subsequently approved by the Community and Economic Development Committee in October 2010 and ratified by the Milwaukee Common Council and Mayor Tom Barrett.

**2011 FUNDING ALLOCATION PLAN**

**Community Development Policies and Outcomes**

<b>Policies</b>	<b>Outcomes</b>
Produce Visible Economic Vitality	More Private Sector Investment
Promote Clean and Safe Neighborhoods	Reduce Crime
Provide Decent, Safe and Affordable Housing	Increase Property Values and Create Neighborhood Stability; Increase Homeownership
Develop a Skilled and Educated Workforce	Skilled/Competitive Regional Workforce
Reduce Duplication of Services	Increased collaborations with the public and private sectors
Serve Low/Moderate Income Persons	Improve Quality of Life

## **2011 Community Development Funded Activities**

<ul style="list-style-type: none"> <li>❖ Employment Services(job placement &amp; job training &amp; placement)</li> <li>❖ Community Organizing/Neighborhood Strategic Planning/Crime Prevention</li> <li>❖ Large Impact Developments</li> <li>❖ Community Prosecution Unit</li> <li>❖ Vacant lot maintenance/demolition/ redevelopment</li> <li>❖ Economic Development</li> <li>❖ Youth Services</li> <li>❖ Summer Youth Internship</li> <li>❖ Homebuyer Counseling</li> <li>❖ Homeless Shelters</li> <li>❖ Housing Opportunities for Persons with AIDS(HOPWA)</li> <li>❖ Housing (Rental rehabilitation, Acquire/ Rehab/Sell, New construction, Neighborhood Improvement Program(NIP), Owner-occupied rehab, Minor Home Repair</li> <li>❖ Graffiti Abatement</li> <li>❖ Lead Based Paint Prevention/Abatement</li> </ul>	<ul style="list-style-type: none"> <li>❖ Code Enforcement</li> <li>❖ Fire Prevention &amp; Education (FOCUS)</li> <li>❖ Tenant Assistance</li> <li>❖ Technical Assistance for community-based agencies</li> <li>❖ Receivership of Nuisance properties</li> <li>❖ Fair housing/fair lending/ enforcement &amp; education</li> <li>❖ Brownfield Initiatives</li> <li>❖ Neighborhood Cleanups</li> <li>❖ Mainstreets program</li> <li>❖ Environmental Planning &amp; Review</li> <li>❖ Historic Preservation</li> <li>❖ COMPASS(data services for cbos)</li> <li>❖ Community Outreach &amp; Technology Center</li> <li>❖ Housing Accessibility Program</li> <li>❖ Retail Investment Fund</li> <li>❖ Homebuyer Assistance Program</li> </ul>
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### **In addition, the following priorities were adopted:**

- ❖ Streamline the process, making it more “customer friendly.”
- ❖ The City will consider the goals and objectives established in the CDGA Consolidated Strategy and Five Year Plan and the City of Milwaukee’s Citywide Strategic Plan in setting the priorities and goals for 2011 funding.
- ❖ The Community and Economic Development Committee and the Milwaukee Common Council will approve the strategic issues and goals corresponding to the allocation of federal grant funding.
- ❖ Establish a balanced decision-making process including neighborhood residents, business entities and other stakeholders, subrecipients, community-based organizations and elected officials.
- ❖ Maintain the creation of new and vibrant economic engines such as the Retail Investment Fund and Large Impact Development projects and the Milwaukee Mainstreet Program.
- ❖ In the Job Training & Placement categories, place a high emphasis on skilled trades training.



- ❖ Continue the policy to provide technical assistance to CHDOs, allow CHDOs to use CHDO operating proceeds to increase capacity and help provide agency operating capital.

### **30) Assessment of Efforts in Carrying Out Planned Actions**

- a. Indicate how grantee pursued all resources indicated in the Consolidated Plan.
- b. Indicate how grantee provided certifications of consistency in a fair and impartial manner.
- c. Indicate how grantee did not hinder Consolidated Plan implementation by action or willful inaction.

#### **PY 2011 #30a response:**

The City of Milwaukee pursued all resources that it indicated it would pursue and was successful in obtaining the following grants:

Community Development Block Grant (CDBG)	HUD Entitlement Grant	<b>15,282,256</b>
HOME Investment Partnership (HOME)	HUD Entitlement Grant	<b>6,091,162</b>
Emergency Shelter Grant (ESG)	HUD Entitlement Grant	<b>740,157</b>
Housing Opportunities for Persons with AIDS(HOPWA)	HUD Entitlement Grant	<b>576,432</b>
Weed & Seed-Historic Clark Square(10/1/10-9/30/11)	U.S. Dept. of Justice	<b>157,000</b>
Juvenile Accountability Block Grant (7/1/10-6/30/11)	State of Wisconsin-Office of Justice Assistance	<b>87,415</b>
High Intensity Drug Trafficking Area(HITDA) (01/01/2010-12/31/2011)	U.S. Dept.-Office of National Drug Control Policy	<b>744,000</b>
Milwaukee Youth Construction Training-Project A	U.S. Dept. of Labor	<b>238,755</b>
Growing Milwaukee	U.S. Dept. of Labor	<b>381,000</b>
Port Grant-Enhancing Prevention, Protection, Response & Recovery	U.S. Dept. of Homeland Security	<b>64,495</b>
Port Grant-Marine Domain Awareness	U.S. Dept. of Homeland Security	<b>135,596</b>
Port Grant-Exercise	U.S. Dept. of Homeland Security	<b>148,658</b>
Port Grant-Management & Administration	U.S. Dept. of Homeland Security	<b>18,046</b>
Housing Trust Fund	City of Milwaukee, Wisconsin	<b>400,000</b>
Neighborhood Stabilization Program 1-Federal	Housing & Economic Recovery Act	<b>9,197,465</b>
Neighborhood Stabilization Program 1-State	Housing & Economic Recovery Act	<b>1,461,792</b>
Neighborhood Stabilization Program 1-State Consortium	Housing & Economic Recovery Act	<b>1,997,556</b>

Homelessness Prevention & Rapid Re-Housing Program	American Recovery & Reinvestment Act	<b>6,912,159</b>
Community Development Block Grant(CDBG-R)	American Recovery & Reinvestment Act	<b>4,518,509</b>
Port Security Grant Program	American Recovery & Reinvestment Act	<b>423,773</b>
Neighborhood Stabilization Program (NSP 2)	American Recovery & Reinvestment Act	<b>25,000,000</b>
Neighborhood Stabilization Program (NSP 3)	Dodd-Frank Act	<b>2,687,949</b>
Martin Luther King Economic Development	State of Wisconsin-Dept. of Commerce-Emergency Assistance Program (CDBG-EAP)	<b>895,371</b>
Northwest Side Community Development Corp.	State of Wisconsin-Dept. of Commerce-Emergency Assistance Program (CDBG-EAP)	<b>905,601</b>
Autumn West Project	State of Wisconsin-Dept. of Commerce-Emergency Assistance Program (CDBG-EAP)	<b>1,500,000</b>
Business Mitigation	State of Wisconsin-Dept. of Commerce-Emergency Assistance Program (CDBG-EAP)	<b>2,250,000</b>
Milwaukee Metropolitan Sewerage District(KK River & Falk Project)	State of Wisconsin-Dept. of Commerce-Emergency Assistance Program (CDBG-EAP)	<b>8,200,000</b>
Pathways Out of Poverty-Jobs for the Future	U.S. Dept. of Labor-Workforce Investment Act & American Recovery & Reinvestment Act	<b>1,075,000</b>

**PY 2011 #30b Response:**

(b) The City provided certifications of consistency for HUD programs in a fair and impartial manner, in connection with the following applications by other entities:

**2011 - Certifications of Consistency with the Consolidated Plan**

<b>Applicant</b>	<b>Project</b>	<b>Federal Program</b>
Center for Veteran's Issues	Veteran's Opportunity Integration Development(VOID) Exchange	Continuum of Care Supportive Housing Program
Center for Veteran's Issues	Project Outreach	Continuum of Care Supportive Housing Program
Community Advocates	Protective Payment Program	Continuum of Care Supportive Housing Program
Community Advocates	MWC Second Stage Services	Continuum of Care Supportive Housing Program
Community Advocates	Autumn West Safe Haven	Continuum of Care Supportive Housing Program
Community Advocates	Autumn West Permanent Housing	Continuum of Care Supportive Housing Program
Community Advocates	Project Bridge	Continuum of Care Supportive Housing Program
Guest House of Milwaukee, Inc.	My Home Partnership	Continuum of Care Supportive Housing Program
Guest House of Milwaukee	Homelinc III-C	Continuum of Care Supportive Housing Program
Guest House of Milwaukee	Homelinc-I	Continuum of Care Supportive Housing Program
Guest House of Milwaukee	Homelinc-III-Expansion	Continuum of Care Supportive Housing Program
Health Care for the Homeless	Family Abodes	Continuum of Care Supportive Housing Program
Health Care for the Homeless	Family Assistance in Transition from Homelessness	Continuum of Care Supportive Housing Program
Hope House of Milwaukee, Inc.	Milwaukee CoC HMIS CoordinationProject	Continuum of Care Supportive Housing Program
Hope House of Milwaukee	Hope House Transitional Housing	Continuum of Care Supportive Housing Program

Hope House of Milwaukee	Supportive Services to SRO Housing	Continuum of Care Supportive Housing Program
Meta House, Inc.	Meta House Transitional Housing-Phase I	Continuum of Care Supportive Housing Program
Meta House	Meta House Transitional Housing-Phase II	Continuum of Care Supportive Housing Program
Meta House	Meta House Permanent Housing-Phase III	Continuum of Care Supportive Housing Program
Milwaukee County	Milwaukee County Safe Havens	Shelter Plus Care
Milwaukee County	Shelter Plus Care Program	Shelter Plus Care
My Home, Your Home, Inc.	Lissy's Place	Continuum of Care Supportive Housing Program
St. Aemilian-Lakeside, Inc.	St. Aemilian-Supportive Permanent Housing	Continuum of Care Supportive Housing Program
St. Catherine's Residence, Inc.	Permanent Housing for Homeless Women with a Disability	Continuum of Care Supportive Housing Program
Salvation Army	Respite	Continuum of Care Supportive Housing Program
Salvation Army	Winterstar Transitional Housing	Continuum of Care Supportive Housing Program
Walker's Point Youth & Family Center	Transitional Living Program for Homeless Youth	Continuum of Care Supportive Housing Program
Social Development Commission	Lead Hazard Reduction	Lead Hazard Reduction Demonstration Grant
Dominican Center for Women	Amani Comprehensive Healthy Homes Rehab Model	Dept. of Housing & Urban Development
UWM-College of Nursing	Westlawn Asthma Intervention Program	Asthma Interventions in Public & Assisted Multi-Family Housing

**(c) The City of Milwaukee did not hinder Consolidated Plan implementation by action or willful inaction.** Information provided in the 2011 CAPER shows that the City of Milwaukee did not hinder Consolidated Plan implementation by action or willful inaction.

**31) For Funds Not Used for National Objectives**

- a. Indicate how use of CDBG funds did not meet national objectives.
- b. Indicate how use of CDBG funds did not comply with overall benefit certification.

**PY 2011 National Objectives #31a response:**

**Three National Objectives** - Compliance with the overall benefit certification-CDBG funds, as allocated by the City, were used exclusively for the following three National Objectives:

- ❖ **Benefiting low and moderate income persons;**
- ❖ **Addressing slums or blight, or;**
- ❖ **Meeting a particularly urgent community development need.**

**PY 2011 National Objectives #31b response:**

The Community Development Grants Administration complied with the overall benefit certification.

**32) Anti-displacement and Relocation – for activities that involve acquisition, rehabilitation or demolition of occupied real property**

- a. Describe steps actually taken to minimize the amount of displacement resulting from the CDBG-assisted activities.

**PY 2011 Anti-Displacement and Relocation # 32a response**

**(a)** The use of CDBG and HOME funds can trigger relocation in two types of acquisition: housing production administered by CBOs and acquisition of properties by the Redevelopment Authority of the City of Milwaukee. In the administration of its Housing Production Program, the City of Milwaukee minimizes the potential for displacement by requiring that only vacant properties be acquired. To ensure compliance with the URA, agencies must have a relocation strategy approved by the Department of City Development's Relocation Specialist, even though no relocations occurred in 2011.

Spot acquisition and Acquire/Rehab/Sell activities have been restricted to vacant lands, eyesores and property that is suitable for rehabilitation. In 2011, there were no displacements from these activities.

**b. Describe steps taken to identify households, businesses, farms or nonprofit organizations that occupied properties subject to the Uniform Relocation Act or Section 104(d) of the Housing and Community Development Act of 1974, as amended, and whether or not they were displaced, and the nature of their needs and preferences.**

**PY 2011 # 32b response**

Not applicable to the City of Milwaukee, Wisconsin.

**c. Describe steps taken to ensure the timely issuance of information notices to displaced households, businesses, farms, or nonprofit organizations.**

**PY 2011 # 32c response**

All agencies are required to provide an addendum to the offer to purchase which states (1) that the agency is negotiating in the open market, does not have the power of eminent domain, and is unable to acquire the property in the event negotiations fail to result in an amicable agreement; and (2) what the agency believes to be fair market value of the property. Additionally, the Seller is required to provide a statement indicating that they agree to keep the property vacant.

**33) Low/Mod Job Activities – for economic development activities undertaken where jobs were made available but not taken by low or moderate-income persons.**

a. Describe actions taken by grantee and businesses to ensure first consideration was or will be given to low/mod persons.

**PY 2011 Low/Mod Jobs #33a response**

As part of the signed CDGA contract with agencies funded under the category of *Special Economic Development – Business Assistance*, the CDGA-funded agency agreed to the following terms which are outlined in a Special Economic Development Business Assistance Agreement which states: "Provide economic development assistance to the named for-profit business; the level of assistance to be provided to the business will be appropriate per permanent jobs to be created or per training and placement of individuals in jobs; it will adhere to all applicable Federal Regulations and City Policies in providing economic development assistance to the business named in this agreement.

*The for-profit business named herein, in exchange for the Economic Development assistance, agrees to give first consideration to the hiring of low to moderate income persons according to the guidelines provided by the U.S. Department of Housing and Urban Development.*

*The Business will honor its commitments and responsibilities under this agreement to **create the following jobs, prior to CDGA assistance being provided, to be held by or made available to at least 51% low to moderate income persons** and to obtain and provide the CDGA- funded agency with the following information on all persons considered and/or hired as a result of this assistance: income, race/ethnicity, job title information and an employer generated document showing wages earned and period of earnings. (It is fully understood by all parties to this agreement that the business will have the right to determine the qualifications for employment)."*

In addition, CDGA funded several special economic development and job placement projects, some of which included training components which addressed special skills, experience or educational needs necessary for job creation and/or placement.

Funded subrecipients did not encounter and report any situations where jobs made available to low-moderate income persons were refused by them.

**b. List by job title of all the permanent jobs created/retained and those that were made available to low/mod persons.**

**PY 2011 Low/Mod Jobs #33b response:**

**Sample listing of jobs taken by low/moderate-income persons**

Certified Nursing Assistant (CNA)	Art Director
Income Tax Preparer	Waitress
Security Guard	Stylist
Electrical Apprentice	Auditor
Customer Service Representative	Fork Lift Operator
Shipping & Receiving Manager	Teacher
Companionship Aide	Custodian
Auto Mechanic	Weatherization Technician
Contractor	Service Technician
Baker	Banker
Cashier	Bank Teller
Jewelry Repair Technician	School Bus Driver

**Sample Listing of Employers Assisted with CDBG Funds to Create  
New Businesses and New Jobs**

Esparza Tax Service	Milwaukee Community Acupuncture
Pyramid Electric	La Isla II
Fond du Lac Beauty	C & D Recycling
Guarding Your Angles Music Studio	Subway, Inc.
Sachen Gift Store	Concentia
El Cabrito	Pho 27 Restaurant
La Flor de Trigo	Paradise Restaurant
Lopez Bakery	Dream Salon
J & B Floors	Land of Childcare, LLC
D'Carol Gifts	Freedom Home Health Care, LLC
Agape Supportive Living Home Care	Nature Tech, LLC
Companion Natural Pet Food, LLC	Divine Wear, LLC
Majic Maids Cleaning Service, LLC	The Gumboman, LLC
Barajas Construction, LLC	Brown's Hospitality Café
Eagle's Auto Sales	ACC Property Management

**Sample Listing of Employers Hiring Area Residents in 2011**

Sunlite Plastics	Quad Graphics
Salinas Construction	American Cable and Assembly
National Technologies	Buy Seasons, Inc.
J.C. Penney's Warehouse	Uniplex Corporatoin
Piggly Wiggly	Midwestern Roofing
Penzy's Ltd.	Lakeside Manufacturing, LLc
Fed Ex Smart Post	Weatherization Services, LLC
Arteaga Construction	Schaefer Tool
White Glove Environmental	Ogden Partners, Inc
Medovations AEL	Volt Management Corporation
Bryant and Stratten College	Van Ert Electric
Champion Environmental	Russ Darrow Group
Kinder World	Bluemound Graphics
Wenthe -Davis Engineering	Walsdorf Roofing, Inc.



**c. If any of jobs claimed as being available to low/mod persons require special skill, work experience, or education, provide a description of steps being taken or that will be taken to provide such skills, experience, or education.**

**PY 2011 Low/Mod Jobs #33c response:**

CDGA places a high priority on employment services and particularly the skilled trades. As part of the application process, applicants are required to submit a proposed training curriculum for job training activities. The training curriculum provided by funded groups must be approved by CDGA prior to contract execution. Once approved, the curriculum is made a part of the contract between the funded agency and CDGA.

**34) Low/Mod Limited Clientele Activities – for activities not falling within one of the categories of presumed limited clientele low and moderate income benefit.**

- a. Describe how the nature, location, or other information demonstrates the activities benefit a limited clientele at least 51% of who are low-and moderate-income.

**PY 2011 Low/Mod Limited Clientele #34a response:**

CDGA did not undertake any activities in 2011 which served a limited clientele not falling within one of the categories of presumed limited clientele low/moderate income benefit.

**35) Program income received: Detail the amount repaid on each float-funded activity.**

**PY 2011 #35 response:**

Not applicable.

**36) Prior period adjustments – where reimbursement was made this reporting period for expenditures (made in previous reporting periods) that have been disallowed, provide the following information:**

**a. The activity name and number as shown in IDIS;**

**PY 2011 #36a response:**

Not applicable.

**b. The program year(s) in which the expenditure(s) for the disallowed activity (ies) was reported;**

**PY 2011 #36b response:**

Not applicable.

**c. The amount returned to line-of-credit or program account; and**

**PY 2011 #36c response:**

Not applicable.

**d. Total amount to be reimbursed and the time period over which the reimbursement is to be made, if the reimbursement is made with multi-year payments.**

**PY 2011 #36d response:**

Not applicable.

**37) Loans and other receivables**

**List the principal balance for each float-funded activity outstanding as of the end of the reporting period and the date(s) by which the funds are expected to be received.**

**PY 2011 #37 response:**

Not applicable

**38) Lump sum agreements**

**a. Provide the name of the financial institution.**

**PY 2011 #38a response:**

Not applicable.

## **NEIGHBORHOOD REVITALIZATION STRATEGY AREAS (NRSAs)**

**39) Jurisdictions with HUD-approved neighborhood revitalization strategy must describe progress against benchmarks for the program year.**

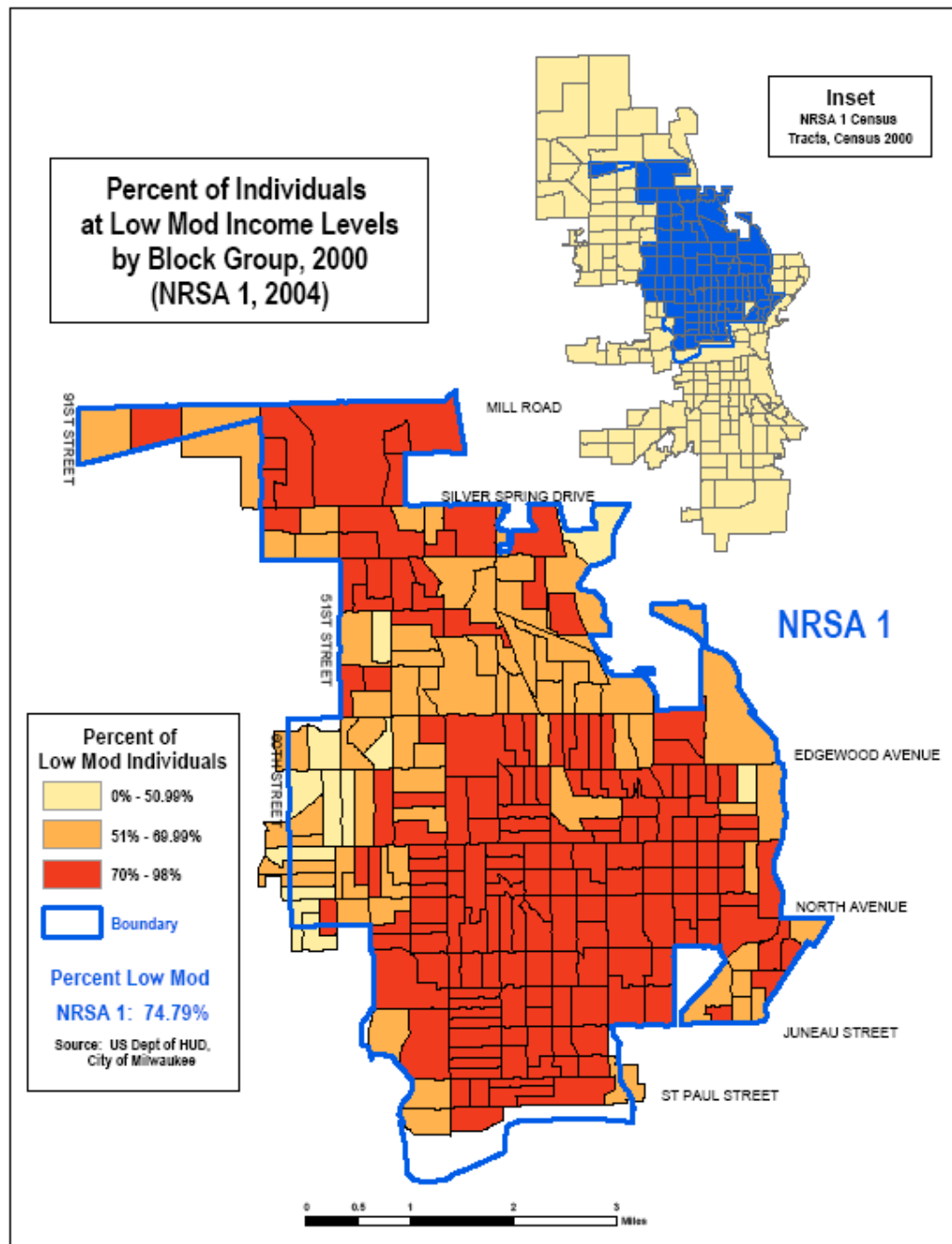
**PY 2011 NRSAs #39 response:**

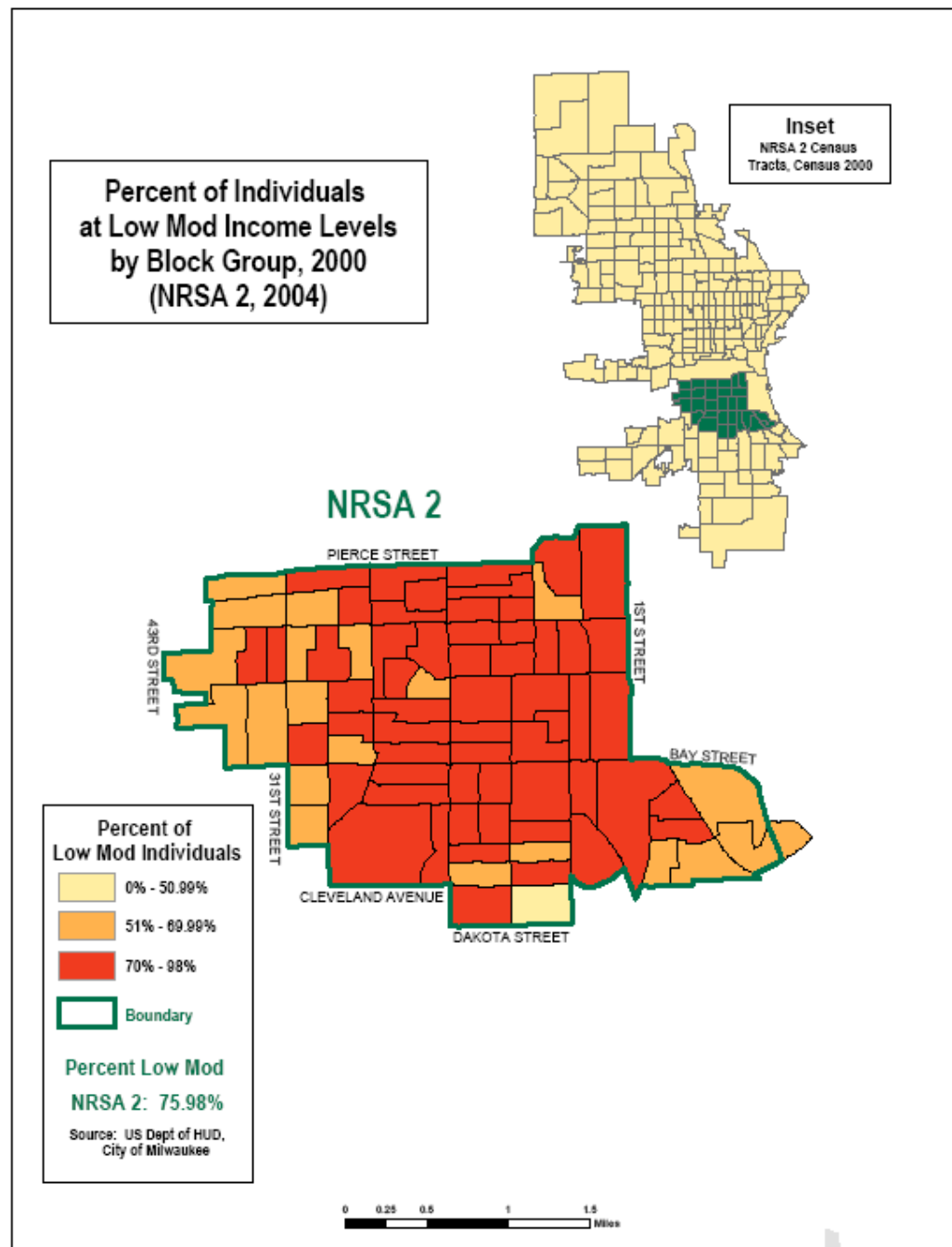
The City of Milwaukee has HUD-approved neighborhood revitalization strategies for two NRSA areas. (*See Map and census tracts on following pages*)

The goal is to involve residents and stakeholders in planning and prioritizing activities to help make each of the neighborhoods strong, safe and economically sound places in which to live and do business and bring accountability to how dollars are spent.

The following benchmark categories were identified from the planning process as essential to a vibrant and livable community for NRSA 1 and NRSA 2 stakeholders:

- **Crime, Public Safety and Security**
- **Business Development/Job Creation**
- **Youth**
- **Employment and Employment Training**
- **Education**
- **Neighborhood Strategic Planning**
- **Environment and Land Use**
- **Community Development**





## **NRSA BOUNDARIES**

### **NRSA 1 CENSUS TRACTS**

11,12,13,14,19, 20,21,22,23,24,25,26,27,28,37,38,39,40,  
41,42,43, 44,45,46, 47,48,49,50,59,60,61,62,63,64,65,66,67,  
68, 69,70, 71,72,79,80,81,82,83,84, 85, 86, 87, 88,89,  
90,91,92,93,96,97,98,99,100, 101,102,103, 104,105,106,  
107,108,110,111,112,113,114,115,116,117,118, 119, 120  
121,122, 123,124,133,134,135,136,137,138,139,140,141,146,  
147,148,149,150,151

### **NRSA 2 CENSUS TRACTS**

155,156,157,158,159,160,161,162,163,164,165,166,167,168,168,170,  
171,173,174,175,176,177,178,179,180.01,180.02,186,187,188

### **Key Accomplishments in NRSA 1**

- 1) New microenterprises/small start-up businesses have been established as a result of financial and/or technical assistance by non-profit CDBG-funded agencies, leading to the creation of **66** new jobs.
- 2) The Summer Youth Internship Program provided internships in City government for several hundred low income youth between the ages of 16-19 years.
- 3) Youth services programming was provided for **9,991** youth such as: employment, education, recreation, truancy, health services and teen pregnancy prevention.
- 4) Employment Services were provided for **290** residents, increasing economic vitality and improving their quality of life.
- 5) Active citizen participation was facilitated through the Neighborhood Strategic Planning process, involving **5,535** residents in establishing priority goals to revitalize neighborhoods and improve the quality of life and economic vitality for community stakeholders.
- 6) Homebuyer Counseling services were provided to **1,350** low income households.
- 7) Initiatives were undertaken to strengthen neighborhoods and improve the quality of life for stakeholders such as: community organizing, block club creation, crime prevention activities, neighborhood cleanups, health care services, nuisance property abatement and landlord/tenant training programs.
- 8) New owner-occupied and rental housing units for low/moderate income households were constructed; owner occupied and rental housing units were rehabilitated.
- 9) Lead hazard reduction activities were undertaken, resulting in a reduction in lead poisoning rates among young children.



## NRSA 1 Accomplishments

Specific Annual Objective	Strategy	HUD Objective & HUD Outcome	HUD Performance Indicator (#units)	2011 (#units; proposed)	2011 actual units
Increase the supply, availability and quality of affordable housing	Increase and improve owner-occupied and rental housing through the following programs: Acquire/ Rehab/Sell, New construction, Fresh Start Youth Housing Program, Minor Home Repair, NIP Supplemental and Neighborhood Improvement Program.	Decent Housing Affordability	# housing units complete & available for low income persons	200	192
Improve economic opportunities for low income persons	Provide direct financial and other technical assistance to businesses for new job creation, job retention and business expansion. Fund Large Impact Development projects in commercial districts to enhance business development, creating jobs, providing new tax revenue and improving quality of life.	Economic Opportunity Sustainability	# jobs created	65	66
Improve neighborhood quality of life; improve access to services for low income persons	Utilize a coordinated approach to neighborhood stability by combining organizing efforts with public enforcement efforts as a tool in dealing with crime. Sponsor neighborhood cleanups, form block clubs and involve residents in neighborhood planning and dealing with other neighborhood issues.	Suitable Living Environment Sustainability	#residents involved in organizing & community improvement efforts	2,700	5,535
Improve Neighborhood Quality of Life for residents	Improve access to services for low income persons through the following programs: Homebuyer Counseling, Job placement & Job training & placement, Community Prosecution Unit.	Suitable Living Environment Sustainability	# low moderate income persons with increased access to services	650	2,038
Improve quality of life and access to services for youth	Improve quality of life and access to services for youth through the following programs: School/ community /safety initiatives, truancy abatement, safe havens, educational and recreational programs, tutoring, employment, pregnancy prevention	Suitable Living Environment Sustainability	# low moderate income youth with increased access to services	9,500	9,991

### **Key Accomplishments in NRSA 2**

- 1) New microenterprises/small start-up businesses have been established as a result of financial and/or technical assistance by non-profit CDBG-funded agencies, leading to the creation of **35** new full-time jobs.
- 2) The Summer Youth Internship Program provided internships in City government for several hundred low income youth between the ages of 16-19 years.
- 3) Youth services programming was provided for **5,369** youth in the areas of: employment, education, recreation, truancy, health services and teen pregnancy prevention.
- 4) Employment Services were provided for **61** residents, increasing economic vitality and improving their quality of life.
- 5) Active citizen participation was facilitated through the Neighborhood Strategic Planning process, involving **1,335** residents in establishing priority goals to revitalize neighborhoods and improve the quality of life and economic vitality for community stakeholders.
- 6) Homebuyer Counseling services were provided to **190** persons.
- 7) Initiatives were undertaken to strengthen neighborhoods and improve the quality of life for stakeholders such as: community organizing, block club creation, crime prevention activities, neighborhood cleanups, health care services, nuisance property abatement and landlord/tenant training programs.
- 8) New owner-occupied and rental housing units for low/moderate income households were constructed; owner occupied and rental housing units were rehabilitated.
- 9) Lead hazard reduction activities were undertaken, resulting in a reduction in lead poisoning rates among young children.

## SUMMARY OF NRSA 2 ACCOMPLISHMENTS

Specific Annual Objective	Strategy	HUD Objective & HUD Outcome	HUD Performance Indicator (#units)	2011 (#units planned)	2011 actual units
Increase the supply, availability and quality of affordable housing	Increase and improve owner-occupied and rental housing through the following programs: Acquire/Rehab/Sell, New construction, Fresh Start Youth Housing Program, NIP Supplemental and Neighborhood Improvement Program.	Decent Housing  Affordability	# housing units complete & available for low income persons	50	47
Improve economic opportunities for low income persons	Provide direct financial and other technical assistance to businesses for new job creation, job retention and business expansion. Fund Large Impact Development projects in commercial districts to enhance business development, creating jobs, providing new tax revenue and improving quality of life.	Economic Opportunity  Sustainability	# jobs created	40	35
Improve neighborhood quality of life; improve access to services for low income persons	Utilize a coordinated approach to neighborhood stability by combining organizing efforts with public enforcement efforts as a tool in dealing with crime. Sponsor neighborhood cleanups, form block clubs and involve residents in neighborhood planning and dealing with other neighborhood issues.	Suitable Living Environment  Sustainability	#residents involved in organizing & community improvement efforts	300	1,335
Improve Neighborhood Quality of Life for residents	Improve access to services for low income persons through the following programs: Homebuyer Counseling, Job placement & Job training & placement, Community Prosecution.	Suitable Living Environment  Sustainability	# low moderate income persons with increased access to services	125	877
Improve quality of life and access to services for youth	Improve quality of life and access to services for youth through the following programs: School/community/safety initiatives, truancy abatement, safe havens, educational and recreational programs, tutoring, employment, pregnancy prevention.	Suitable Living Environment  Sustainability	# low moderate income youth with increased access to services	3,000	5,369

## HOME INVESTMENT PARTNERSHIPS

### **40) Assessment of Relationship of HOME Funds to Goals and Objectives**

- a. Assess the use of HOME funds in relation to the priorities, needs, goals, and specific objectives in the strategic plan, particularly the highest priority activities.
- b. Evaluate progress made toward meeting goals for providing affordable housing using HOME funds, including the number and types of households served.

### **PY 2011 HOME Progress Evaluation #40 a,b response:**

**See also *Need/Housings, Needs/Community Development, Annual Housing Completion Goals, Summary of Specific Annual Objectives* tables located in the Additional Files folder.**

The primary categories and the associated distribution of HOME funds are as follows:

<b>Program</b>	<b>HOME Funds</b>	<b>Units Completed</b>
Owner Occupied Rehab Neighborhood Improvement Program (includes non-profit NIP agencies & DCD Owner-Occupied Rehab)	<b>\$3.4M</b>	<b>149</b> HOME units completed
Acquire/Rehab/Sell & New Construction; New Rental/Freshstart Housing Youth Apprenticeship Program	<b>\$2.5M</b>	<b>39</b> HOME units completed
Rental Rehabilitation	<b>\$475,000</b>	<b>34</b> HOME units completed

**c. Indicate the extent to which HOME funds were used for activities that benefited extremely low-income, low-income, and moderate-income persons.**

**PY 2011 HOME #40c response:**

All HOME funds were used for income eligible households under 80% of the County Median Income.

**41) HOME Match Report**

**a. Use HOME Match Report HUD-40107-A to report on match contributions for the period covered by the Consolidated Plan program year.**

There was no HOME match requirements for Year 2011 due to two disaster declarations for the City and County of Milwaukee, Wisconsin.

**42) Assessments**

**a. Detail results of on-site inspections of rental housing.**

**PY 2011 Assessments #42a response:**

**Inspections** - The inspections of HOME assisted projects is an ongoing process. In 2011, the City's Department of Neighborhood Services inspected and verified tenant income levels in HOME-assisted units and documented the results, in compliance with the Federal regulations and during the applicable period of affordability.

**b. Describe the HOME jurisdiction's affirmative marketing actions.**

**PY 2011 Affirmative Marketing #42b response:**

**Affirmative Marketing** *(In conformance with the HOME Final Rule 24CFR 92.351)*

The City has multiple housing and other programs designed to affirmatively market Milwaukee neighborhoods. These programs support the administration and enforcement of federal, state and local fair housing ordinances, provide homebuyer counseling services and collaboratively work with financial lenders to enable low and moderate-income families to purchase homes anywhere they choose. Viewed holistically, these programs accomplish several purposes at once: they affirmatively promote neighborhoods; enforce and further fair housing; expand on housing opportunities available to minorities and the poor within and outside of areas of minority concentration and help to strengthen neighborhoods by increasing homeownership and eliminating blight.

The City of Milwaukee has an Affirmative Marketing Plan which is used to assist the City and its funded agencies on affirmative marketing procedures as required by federal regulations of the U.S. Department of Housing and Urban Development.

In addition, all CDGA-funded units are developed as turnkey style developments and must be affirmatively marketed by the agency to ensure that they are available to the general public. Affirmative marketing steps consist of actions to provide information and otherwise attract eligible persons in the housing market area to the available housing without regard to race, color, national origin, sex, religion, familial status or disability.

The marketing of properties may begin anytime following feasibility approval by CDGA, given the availability of clear and concise information about the finished product. Critical information such as asking price, estimate appraised value, estimated housing costs, floor plans and drawings/renderings must be provided to all interested persons.

Acceptable marketing methods included:

- ❖ Community Homes Homeownership List
- ❖ Phone inquiries
- ❖ Signs on properties
- ❖ Internet
- ❖ Open house events at the property
- ❖ Homeownership fairs
- ❖ Cooperation with homebuyer counseling agencies
- ❖ Contract with Real Estate Agent including Multiple Listing Service

The pre-sale of housing units produced under the City's Housing Production program is prohibited. If a property is affirmatively marketed and an eligible buyer is identified prior to the completion of the project, an offer to purchase may be accepted by an agency. However, transfer of ownership may not occur prior to receipt of a certificate of occupancy or code compliance. Additionally, in the case of housing rehabilitation, lead clearance must also be obtained from the Milwaukee Health Department prior to ownership transfer.

It is the policy and commitment of the City of Milwaukee to ensure that fair and equal housing opportunities are granted to all persons, in all housing opportunities and development activities funded by the City, regardless of race, color, religion, gender, sexual orientation, marital status, lawful source of income, familial status, national origin, ancestry, age or mental or physical disability. This is accomplished through a program of education, an analysis of impediments, and continuing a working relationship with the Milwaukee Metropolitan Fair Housing Council.

The City of Milwaukee is committed to providing and promoting racial and economic integration in any housing development or federally assisted program. It undertakes affirmative steps to reach beneficiaries from all racial and ethnic groups, persons with disabilities and families with children and to reach a broad range of income eligible beneficiaries for appropriate housing opportunities.

In 2011 the City of Milwaukee helped achieve these goals by:

- Requiring all properties for sale be listed with a licensed Real Estate Agent and listed on the Multiple Listing Service (MLS).
- Enhanced the process to identify available accessible units and marketing them.

- Explored having an Affordable Housing Goal and Target for accessibility. One Target relates to accessible bathrooms (roll in showers; units on ground floor), and others addressed accessibility compliance.
- Quantified the need for accessible units in the City and strived for commensurate baseline accessibility standards for City supported units.
- Included principles of visitability and universal design in all new construction and rehabilitation projects whenever feasible.
- Marketed rental and homebuyer units, to persons outside the immediate neighborhood to improve diversity, by sending flyers and marketing materials to other non-profit organizations that service those neighborhoods.

**c. Describe outreach to minority and women owned businesses.**

**PY 2011 Outreach #42c response:**

**Outreach to Minority and Women-Owned Businesses** - The City of Milwaukee continued its long and successful history of outreach to Minority, Disadvantaged and Women-owned businesses. The City's contract with sub-recipients included a provision regarding affirmative outreach efforts to increase the involvement of the businesses. Some of the steps taken to increase involvement included: advertising in community newspapers, maintaining a list of eligible contractors, providing referrals to non-certified business entities and strongly encouraging subrecipients to purchase from local (i.e. City of Milwaukee-based) vendors/contractors.

The City also funded the City's *Emerging Business Enterprise Program* which was created to assist and protect the interests of disadvantaged individuals and small business concerns in order to promote and encourage full and open competition in the City of Milwaukee. The *Emerging Business Enterprise Program* also maintained an EBE business directory for subrecipients to utilize and which is accessible through the City's website.

In 2011, Minority, Disadvantaged and Women-owned businesses utilized the EBE Revolving Loan Pool resulting in new job creations and new business certifications.

As of January 3, 2012, the *Emerging Business Enterprise Program* has transitioned to the Office of Small Business Development (OSBD) Program. OSBD certifies Minority, Woman and Small Business Enterprise firms to contract with the City of Milwaukee.

In addition, the following page provides a summary of the City's M.O.R.E legislation which has specific requirements as it relates to City contracts and participation by minority and women-owned enterprises.



### **Summary: Milwaukee Opportunities Restoring Employment (M.O.R.E.)**

On March 25, 2009, the Common Council adopted substitute ordinance 080218 relating to participation of City residents in public works contracts, requirements for developers receiving direct financial assistance from the City and local business enterprise contracting standards with an effective date of August 10, 2009.

### **Key Components:**

#### **Emerging Business Enterprise (EBE):**

The level of EBE participation on City Development and Public Works Projects increases as follows:

- A. **Construction: increase from 18% to 25%**
- B. Purchase of Services: 18% (no change)
- C. Purchase of Professional Services: 18% (no change)
- D. Purchase of Supplies: 18% (no change)

#### **Residence Preference Program (RPP): increases from 25% to 40%**

To ensure the participation of City Residents in City Development Projects, the developer will be required to ensure that 40% of worker hours required for construction of the project be performed by unemployed or under-employed residents. In addition, the RPP residence boundary is expanded to include the entire City of Milwaukee.

#### **Prevailing Wage**

All contractors will be required to pay prevailing wages to all employees working on the respective project through any and all contractors. Prevailing wage standards are set by the Department of Workforce Development.

#### **Apprenticeship Ratio**

An appropriate apprenticeship ratio will be identified for all specific trades on the City Development project. The City of Milwaukee will utilize the current Department of Workforce Development standards in setting appropriate apprenticeship ratios.

#### **First Source Employment Program**

All contractors will be required to utilize the First Source Employment Program (FSEP), which is a program operated by the Milwaukee Area Workforce Investment Board (MAWIB), through an agreement with the City of Milwaukee. FSEP will be the first source in recruitment efforts for all contractors that will actively hire for both new and replacement employment opportunities. The goal of FSEP is to ensure that City residents are considered first for both new and replacement employment opportunities on City Development projects.

#### **Local Business Enterprise Program**

A contracting department, shall, unless contrary to Federal, State or local law or regulation, apply an award standard in all bids so that an otherwise responsive and responsible bidder which is a local business enterprise shall be awarded the contract, provided that its bid does not exceed the lowest bid by more than 5% or \$25,000. An additional number of points, equal to 5% of the maximum number of points used in the evaluation of Request for Proposals (RFPs), shall be applied to increase the total score attained by a local business enterprise.

## **HOUSING OPPORTUNITIES FOR PERSONS WITH AIDS (HOPWA)**

### **Specific HOPWA Objectives**

#### **43) Assessment of Relationship of HOPWA Funds to Goals and Objectives.**

- a. Assess the use of HOPWA funds in relation to the priorities, needs, goals, and specific objectives in the strategic plan, particularly the highest priority activities.
- b. Evaluate progress made towards meeting the goals of providing affordable housing using HOPWA funds, including the number and types of households served.

#### **44) Provide an executive summary (1-3 pages) and a specific objectives narrative which address the following:**

##### **a. Grantee and Community Overview**

- i) A brief description of the grant organization, the area of service, the name of the program contact(s), and a broad overview of the range/type of housing activities, along with information on each sponsor by name, main project site by zip code and related organization information.

##### **b. Annual Performance under the Action Plan**

- i) Report on the actions taken during the year that addressed the special needs of persons who are not homeless but require supportive housing, and assistance for persons who are homeless.
- ii) Evaluate the progress in meeting the project's objectives for providing affordable housing, including a comparison of actual outputs and outcomes to proposed goals and progress made on the other planned actions indicated in the strategic and action plans. The evaluation can address any related program adjustments or future plans.
- iii) Include any assessment of client outcomes for achieving housing stability, reduced risks of homelessness and improved access to care.
- iv) Report on the use of committed leveraging from other public and private resources that helped to address needs identified in the plan. Report the number of stewardship units of housing which have been created through acquisition, rehabilitation or new construction with any HOPWA funds.
- v) Describe any other accomplishments recognized in the community due to the use of HOPWA funds, including any projects in developmental stages that are not operational.
- vi) Provide an analysis of the extent to which HOPWA funds were distributed among different categories of housing needs consistent with the geographic distribution plans identified in its approved Strategic Plan.

### **c) Barriers or Trends Overview**

- i) Describe any barriers (including non-regulatory) encountered, actions in response to barriers, and recommendations for program improvement;
- ii) Describe any expected trends facing the community in meeting the needs of persons with HIV/AIDS, and provide any other information important in providing services to persons with HIV/AIDS.
- iii) Note any evaluations, studies, or other assessments of the HOPWA program available to the public.

### **HOPWA EXECUTIVE SUMMARY**

In 2011, the City of Milwaukee received **\$576,432** in HOPWA entitlement funds for the four-County Milwaukee Metropolitan area which comprises Milwaukee, Ozaukee, Waukesha, and Washington counties. In Program Year 2011, there were no HOME funds used for HOPWA activities.

CDGA conducted an annual Request for Proposal process which was advertised in local newspapers covering the four County Metro Milwaukee area. Proposals were reviewed and scored based on a set of scoring criteria. Recommendations of CDGA were voted on by the Community and Economic Development Committee, the official oversight body of the allocation and use of Federal funds. The actions of the Committee were ratified by the full Milwaukee Common Council and Mayor. Year 2011 HOPWA contracts were awarded to Richard's Place (located in Waukesha) and the AIDS Resource Center of Milwaukee.

Each funded subrecipient was required to comply with HOPWA program and contract requirements. CDGA monitoring staff utilized a very detailed process which included extensive reporting of grantee activity. As a condition of payment, grantees were required to submit monthly programmatic and financial reports which were carefully reviewed to ensure that costs are appropriate and eligible and that the funded activity was being performed at a satisfactory level. In addition, site visits were performed, including annual fiscal site audits by the City Comptroller's office. Risk assessments and desk audits were also conducted to identify if there are any past monitoring issues and if so, follow-up was done to assist the agency in carrying out the necessary corrective action.

**Richard's Place** of Waukesha, Wisconsin (address must be kept confidential) Richard's Place, Inc. received **\$82,430** in HOPWA funding to provide supportive living services to persons with HIV/AIDS including two four-bedroom 24-hour supportive care homes for persons with serious health issues related to AIDS, including availability of end-of-life hospice care; 10 transitional living apartments for individuals and families with children with HIV/AIDS providing on-site supportive services; and 50-plus individuals/ households with HIV/AIDS receiving case management services to ensure they maintain optimum health in an independent living environment. Richard's Place primarily serves indigent people.

Households to be served generally have incomes less than 30% of the HUD established median income for the Milwaukee EMSA, are unemployed, under-employed or unable to sustain employment due to illness or other chronic health problems attributable to their HIV/AIDS infection. Based on previous participation, it is anticipated 90% will require assistance with at least one of the following additional special needs: mental illness, alcohol abuse, drug abuse or domestic violence. The need for the supportive living services provided by Richard's Place continues to increase, but also changes over time.

Infection rates as reported by the Center for Disease Control (CDC) and the State of Wisconsin Division of Public Health have fluctuated over time and are currently increasing slightly. People are still being infected due to lack of information or their incorrect perception of their degree of risk. While medications have increased the newly infected person's ability to remain relatively healthy and control their HIV infection, Richard's Place still serves many people who have become drug resistant over time and/or individuals who have been unable to maintain proper drug adherence and other healthy life style changes. This is sometimes due to lack of income/resources and/or persistent drug and alcohol addictions and/or long term HIV infection of 20 years or longer. All clients served through residential programs will be either homeless or at risk of becoming homeless. Individualized residential care was provided with twenty-four hour supervision including the following services:

- ❖ Permanent Housing Placement
- ❖ Drug and Alcohol counseling
- ❖ Nutrition information
- ❖ In-home hospice care
- ❖ Respite care
- ❖ Assistance in gaining access to local, State, and Federal government benefits
- ❖ Housing information services including counseling, information and referral services
- ❖ Housing discrimination counseling
- ❖ Transportation, meals, laundry
- ❖ Assistance with daily activities
- ❖ Recreational activities
- ❖ Medication monitoring
- ❖ Support in funeral planning
- ❖ Physical and mental health assessments

**AIDS Resource Center of Wisconsin(ARCW)** received **\$494,002** in 2011 in HOPWA funds. ARCW is a non-profit statewide social service agency with a singular mission to confront and defeat the AIDS epidemic in Wisconsin and has been a provider of HIV prevention and education, care, treatment and research programs throughout Wisconsin for over 20 years. ARCW provides HIV prevention programs, comprehensive health, social services and housing services for people with AIDS/HIV, HIV clinical research and HIV advocacy. ARCW offers a broad range of services to meet an individual's needs, including: emergency shelter, residential housing, supportive housing, rent assistance and housing counseling services.

Care and Treatment Programs include: Medical care, dental care, social work case management, mental health counseling and treatment for drug and alcohol addictions, housing assistance, legal assistance, food service and transportation assistance.

**ARCW** has extensive experience in comprehensive health and social services to individuals and families living with HIV and AIDS and offers a range of services for that meet an individual's needs, including:

**Emergency Shelter:** HIV-positive homeless individuals are provided with emergency shelter while efforts are made to place them in more permanent housing.

**Residential Housing:** ARCW maintained Gardenview Apartments in Milwaukee, a six-unit, permanently subsidized Section 811 facility for families with HIV, and Wisconsin House, a 29-bed Single Room Occupancy (SRO) supportive housing facility for homeless HIV-positive individuals.

**Financial Assistance:** ARCW provided funds for rent, utilities, and security deposits to prevent client eviction. Assistance lasts up to four months so that an extremely low-income client earning less than 80% of the County Median Income can meet his or her yearly budget for housing.

**Housing Counseling Services:** Housing case managers helped HIV-positive individuals find, furnish and maintain long-term housing. ARCW annually transitions clients from short-term housing assistance to Section 8 or other stable subsidized housing.

### **Project Accomplishment Overview**

**Richard's Place** - Richard's Place utilized HOPWA funds for administration costs and the funds to cover nutritional services and supportive service costs to operate the Richard's Place Transitional Housing facility that provided supportive services, outreach and case management services to clients. Richard's Place utilized funds for administration costs, and funds to cover nutritional services and supportive services costs at the Richard's Place Transitional Housing facility that provided supportive services to 8 unduplicated clients, and for operating costs in the Permanent Housing facility that served 4 unduplicated individuals.

The objectives established by Richard's Place for the 2011 program year included the following:

**Stable Transitional Housing with In-house Supportive Services:** Original goal was to assist 8 clients through in-house supportive services while in residence at Richard's Place Transitional Housing. During the program year 8 persons were served through in-house supportive services while in residence at Richard's Place.

**Stable Permanent Housing with In-house Supportive Services:** Original goal was to assist 5 clients through in-house supportive services while in residence at Richard's Place Permanent Housing. During the program year 4 persons were served through in-house supportive services while in residence at Richard's Place.

Recipients for the above services were generally homeless or at immediate risk of becoming homeless with HIV/AIDS. Recipients were identified through outreach and/or referral from other community providers such as health care institutions, medical professionals, ARCW or other providers. All recipients were low-income individuals with income less than 50% of median and generally less than 30% of median. All recipients of services either lived at the Richard's Place facility and/or relocated to a Waukesha County Community prior to or upon receipt of services from Richard's Place.

### **Aids Resource Center of Wisconsin(ARCW)**

**Short-term rent, mortgage, and utility (STRMU) payments:** In 2011, ARCW provided STRMU to **155** eligible clients with HIV/AIDS in the Milwaukee EMSA. Additionally, Tenant-based rental assistance (TBRA) was provided to **52** clients living in scattered sites throughout the metro service area. Clients were also served in transitional/short term housing facilities that receive operating subsidies/leased units. A client is considered to be eligible if s/he is HIV positive, and has an income that is below 80% of the County Median Income, and applies more than 50% of income towards rent and utilities.

A client who experiences a qualified emergency, as defined by HUD STRMU regulations, is also considered to be eligible. To qualify for assistance, a client submits a written application, proof of HIV status, proof of income, landlord verification of rent, utilities and tenancy, and is personally interviewed.

**Housing Information Services:** In 2011, ARCW staff provided housing-related counseling to **200** individuals. Counseling includes budget analysis and social work case managers provide clients experiencing housing issues basic informative FACT Sheets describing the various types of assistance that may be available to them and assist clients with completing the application paperwork. Clients who are eligible for any type of housing assistance are then referred to Housing staff, who meet with clients individually to conduct an in-depth assessment, identify needs and barriers and develop a housing care plan. Working collaboratively with Social Work case managers, clients are also referred to community resources for health and supportive services as needed. Each client contact, assessment and care plan is recorded in the *Provide Enterprise* database.

**Any other accomplishments recognized in your community due to the use of HOPWA funds, including any projects in developmental stages that are not operational.**

The CITY HOPWA program has assisted many clients in obtaining safe, affordable, and stable housing throughout the Milwaukee Metropolitan Service Area.

It has helped clients avoid homelessness and evictions and maintain successful stable housing for the duration of the program. ARCW has had a lot of success with creating stable housing for clients, not only during the program but long after the HOPWA assistance ends.

This is reflected in the positive outcomes that ARCW has witnessed in regards to the establishment of long-term rent assistance, such as Section 8 or subsidized housing, job placement, improvement of physical and mental health, participation in ongoing AODA treatment, and increased knowledge of overall life skills and needs.

The average HOPWA client entering the program faces many issues, including: lack of housing, limited income, no knowledge of their need to focus on possible medical, mental health or AODA needs, and lack of hope for a healthy and brighter future. Due to many of our HOPWA clients having success in locating and maintaining stable housing, they have also been given the opportunity to not only improve other basic needs, such as medical and mental health, but also look forward to making their house a home. Clients have been turning their houses into "homes" by being able to fully furnish them and maintaining food and utilities. This has also resulted in improving their physical health. Many clients have achieved an undetectable viral load and stable housing plays a major part in that achievement.

### **Barriers or Trends Overview and Recommendations**

There continues to be inadequate resources for clients to obtain and maintain long-term housing. The overwhelming majority of housing clients are low-income persons living with HIV/AIDS who have negative rent and/or criminal histories. These histories makes it very difficult to successfully transition them into long-term safe and affordable housing. Additionally, the economy has placed a burden on homeowners with rising interest and tax responsibilities, as well as higher rent cost.

Providing long-term financial assistance remains essential to client sustainability and would have a dramatic impact on maintaining many of our clients, for a longer period of time, in stable housing. This assistance would, in turn, reduce homelessness, improve both the mental and physical health of clients, and reduce their engagement in risky behaviors associated with transmitting HIV. Without such assistance many clients will become at-risk of cyclically homeless and likely increase risk behaviors, which will ultimately result in the spreading of HIV. When stable housing is available clients are more likely to be medically compliant and participate in activities that would increase their self-esteem and reduce the urge to engage in risk behaviors.

### **Recommendations for Program Improvements**

Increasing HOPWA funds to provide additional funding over a longer period of time would go a long way in improving the current homeless situation in Milwaukee. Although there are many resources available for housing, there still seems to be a disconnect with many low-income families and available resources.



Wisconsin Homeless Connect has helped bridge this gap. Continued support in this area will give many families the ability to stay connected with local and statewide resources.

Provide funding for tenant-based supportive housing and/or permanent supportive housing available in the community where they reside. Intensify the case management services for clients in Shelter Plus Care Programs. Case management agencies who provide HIV case management services generally have higher case loads and are not equipped to offer the span of time and the training resources needed to provide intensive, ongoing interventions. Increase employment and education opportunities for persons with low employable skills. Advocate for more low-income housing opportunities. Develop guidelines for Housing Authorities which would prevent them from automatically excluding persons with certain criminal records after the passage of a certain time coupled with a demonstration of changed behavior.

Although all clients are advised of mainstream subsidized housing and are given a complete list of all subsidized housing in the community in which they live, the waiting lists are years long and most do not take new names for the waiting lists. The Section 8 waiting list is notoriously long and infrequently opened to new applicants, creating a dire situation.

**Trends you expect your community to face in meeting the needs of persons with HIV/AIDS and any other information you feel may be important in providing services to persons with HIV/AIDS.**

Richard's Place will continue to strive and meet the needs of the hardest to serve and critically ill persons with HIV/AIDS. The goal within the next 5-10 years is to consolidate into one larger permanent housing facility designed to maintain the home-like atmosphere and care available at the present supervised facilities. Richard's Place will continue its' primary purpose to provide the supervised housing that will allow those individuals facing end of life to cross that bridge in their home rather than an institutional setting.

Richard's Place continues to see an increase in deaths due to persons building immunity to current medications. Richard's Place is available to assist these persons now and in the future so they can end their lives with dignity surrounded by a caring staff in a home-like environment.

**Other resources which were used in conjunction with HOPWA-funded activities; collaborations with other entities.**

**ARCW** has provided comprehensive integrated housing services to low-income persons with HIV disease in Milwaukee by utilizing HOPWA funding to leverage housing assistance through Federal HOPWA, State of Wisconsin ESG, and private grants. This additional funding significantly expands housing options for people with HIV and AIDS, enabling HOPWA funds to be targeted to the lowest income clients in Milwaukee who face the most difficult challenges in obtaining safe, stable and affordable housing. In addition, ARCW uses unrestricted donor dollars to cover the cost of program expenses that are not grant allowable.



**ARCW** partners with UMOS, New Concepts, 16th Street Clinic, Children's Hospital of Wisconsin and Elena's House to provide a centralized program for housing counseling, assessment and financial assistance for persons living with HIV/AIDS. This collaboration includes a subcontract with both HCH and Elena's House for the operation of AIDS-dedicated housing facilities. Often ARCW is authorized by the client to contact and collaborate with other area providers, such as Richard's Place, Hope Street, Salvation Army, Guest House and others.

ARCW is also an active participant in Continuum of Care throughout Wisconsin including the Milwaukee Metro Area and Balance of State Continuum of Care. ARCW adheres to the National Minority AIDS Council's Continuum of Collaboration by collaborating in a variety of ways with over 250 agencies in Wisconsin for the delivery of HIV prevention, care and treatment services.

**Richard's Place** participates in the Waukesha County local Continuum of Care activities and planning process through participation in the Waukesha County Housing Action Coalition that includes client members and low income advocates from several different agencies. Richard's Place also participates in the Waukesha Housing Authority Annual Planning Process and Waukesha County Community Block Grant Consolidated Plan, both of which include public consultation through annual public hearings. Collaborative efforts with related programs included coordination and planning with clients, advocates, Ryan White CARE Act planning bodies, AIDS Drug Assistance Programs, homeless assistance programs, or other efforts that assist persons living with HIV/AIDS and their families. Richard's Place works collaboratively with Waukesha County DHHS, Waukesha County Health Department, Milwaukee Metro area medical providers, AIDS Resource Center of Wisconsin (ARCW), Elena House and many of the AIDS Service Providers operating throughout the State of Wisconsin.

House meetings are held twice a month at which time clients are able to voice collectively if there is an issue or problem that needs to be addressed. All clients are referred to appropriate agencies, i.e; Social Security, AIDS Drug Assistance Program based on need and eligibility.

## **OTHER NARRATIVE**

### **Community Housing Development Organizations (CHDOs)**

In compliance with the HUD regulations, 15% of the City's HOME allocation was set-aside for CHDOs for HOME-funded housing production and rehab activities. The following is a list of certified CHDOs in 2011:

Impact Seven, Inc.  
Layton Boulevard Neighbors, Inc.  
Harambee Ombudsman Project  
Martin Luther King Economic Development Corp.  
Milwaukee Christian Center-NIP  
Milwaukee Community Services Corp.  
Walnut Way Conservation Corp.

**Reprogramming Funds:** Additional activities similar to activities identified in the 2011 Annual Action Plan and Consolidated Plan were funded in May, 2011 through a Reprogramming funding cycle. The reprogramming funds represent unspent funds from prior years.

***-END of Narrative Section-***

# **HOUSING PHOTOS**

**MARTIN LUTHER KING ECONOMIC DEVELOPMENT CORP-SCATTERED SITES III -**  
**N. 22<sup>ND</sup> Street & West Burleigh Street**





**MARTIN LUTHER KING ECONOMIC DEVELOPMENT CORP-SCATTERED SITES III**  
**N. 22<sup>ND</sup> Street & West Burleigh Street**



**MARTIN LUTHER KING ECONOMIC DEVELOPMENT CORP- SCATTERED SITES III-**  
**N. 22<sup>ND</sup> Street & West Burleigh Street**





**NEIGHBORHOOD IMPROVEMENT PROGRAM –**  
**Owner-Occupied Rehabilitation**



**413 E. Clarke Street – “Before”**



**413 E. Clarke Street – “After”**



**1975 W. Melvina Street – “Before”**



**1975 W. Melvina Street – “After”**

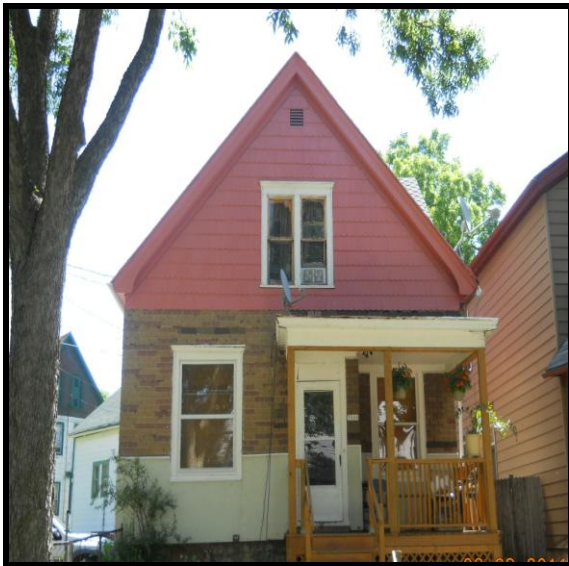
**NEIGHBORHOOD IMPROVEMENT PROGRAM –**  
**Owner-Occupied Rehabilitation**



**2552 N. 35<sup>th</sup> Street – “Before”**



**2552 N. 35<sup>th</sup> Street – “After”**



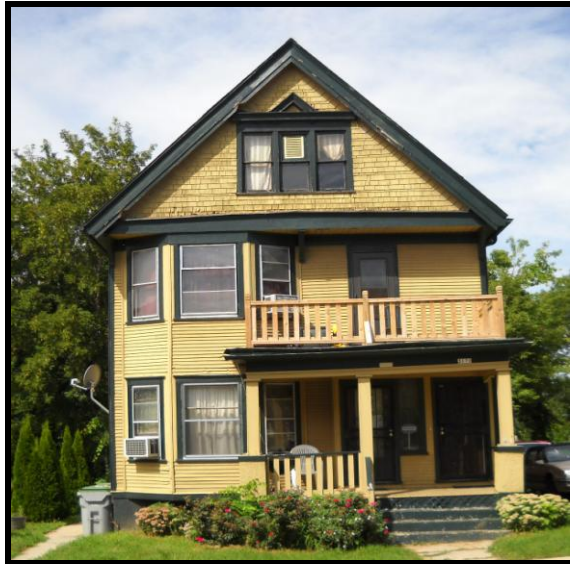
**3006 N. 18<sup>th</sup> Street – “Before”**



**3006 N. 18<sup>th</sup> Street – “After”**



**NEIGHBORHOOD IMPROVEMENT PROGRAM –**  
**Owner-Occupied Rehabilitation**



**3169 N. 5<sup>th</sup> Street – “Before”**



**3169 N. 5<sup>th</sup> Street – “After”**



**3979 N. 19<sup>th</sup> Street – “Before”**



**3979 N. 19<sup>th</sup> Street – “After”**

**PHOTOS: SPECIAL ECONOMIC  
DEVELOPMENT - BUSINESS ASSISTANCE**

SPECIAL ECONOMIC DEVELOPMENT-BUSINESS ASSISTANCE





**PNC BANK – Located at 275 E. Capitol Drive**



**The Wisconsin Women's Business Initiative Corporation  
Client Success Stories—2011  
City of Milwaukee CDGA**

Katie Harris had been working multiple part-time jobs in group homes for adults while she was earning her degree in Business Management. Inspired by a supervisor's suggestion, she started to think about opening her own business in 2000. After 10 months of planning and saving every dollar from her part-time jobs, she was ready to take the next step and brought her business plan to WWBIC. Katie became certified in Adult Basic Education Testing Administration, Behavioral and Client Assessment and now holds several certificates from participation in numerous trainings relating to (W-2) Welfare Reform and providing services to Persons with Developmental Disabilities.

Katie's businesses include four adult care homes which are licensed through the State of Wisconsin's Community Based Residential Facilities program, supportive independent living services, a day program for adults, and a training program for care providers. Two new Agape residential facilities were opened in the last two years.

Agape creates full and part time jobs for women, people of color, and low-income individuals who live in the City of Milwaukee. Today, Katie employs a total of 18 full and 27 part-time employees.



*Katie Harris pictured in the office of one of her group homes.*

**The Wisconsin Women's Business Initiative Corporation  
Client Success Stories—2011  
City of Milwaukee CDGA**

Benjamin Clark's family has been in the construction and restoration business for years. Ben worked in the trades and was trained as an electrician. He became interested in owning his own business and in 2002 Ben created GSI General, Inc., specializing in fire and water damage restoration.

In the next nine years Ben continued to grow his business. He now employs large crews of workers on multiple job sites throughout the State of Wisconsin. Ben received a WWBIC loan which helped him secure a large contract with WHEDA to rebuild a destroyed multi-unit housing complex. When completed, the units in the complex will become new homes for low-income families.

***"Thanks to the assistance from WWBIC I was ready when the next big project came along. My crew was fully employed through the whole winter, which we all really needed."***

*Benjamin Clark, Owner of GSI General, Inc.*



*Ben Clark pictured in GSI General's newest construction, an affordable housing complex*



**The Wisconsin Women's Business Initiative Corporation  
Client Success Stories—2011  
City of Milwaukee CDGA**

Liliane McFarlane started her business, Warifque Crafts, in November 2010. Shortly thereafter she was referred to WWBIC by the Pan African Community Association, a community resource organization. In early 2011, Liliane was approved for WWBIC loan to finance the opening of her retail store in downtown Milwaukee.



*Liliane pictured in her store located in downtown Milwaukee.*

Wafrique Crafts sells hand crafted items made in several African regions including clothing, handbags, jewelry and art. Liliane's ultimate goal is to promote entrepreneurship in African countries and help the artists learn how to export their items to grow their business. Liliane has her MBA in Marketing and taken several WWBIC classes including *Networking for Your Small Business* and *Social Media*.

***"WWBIC has helped me with my dream of being a business owner."***

*Liliane McFarlane, owner of Wafrique Crafts, 2011*

The Wisconsin Women's Business Initiative Corporation  
Client Success Stories—2011  
City of Milwaukee CDGA



*John Fischer (third from left), owner of Milwaukee Steel Rule Dies is pictured with his crew.*

***"I started this business with nothing. I had to do the first 1,500-2,000 jobs myself. Once I got my first employee I could go out and meet with customers."***

*John Fischer, Milwaukee Steel Rule Dies, 2011*

***"The reason I can be successful now is that I've learned from my past failures. The hardest part was getting financing, I approached at least 15 banks before I approached WWBIC. The biggest thing was getting that loan from WWBIC."***

*John Fischer, Milwaukee Steel Rule Dies, 2011*



## **PHOTOS: JOB TRAINING & PLACEMENT**

## Growing Power of Milwaukee: Food Systems Specialist Job Training Hoop House/Greenhouse Construction



Growing Power's job training program prepares older youth with skills needed to succeed in the growing urban sustainable agriculture sector. Youth completed the 12 months of job training in October, 2011 and celebrated their graduation on October 26, 2011 at the Growing Power Community Food Center where Mr. Will Allen, CEO of Growing Power, presented them with certificates of achievement.

As part of their job training requirement, the youth constructed over 20 hoop-houses and contributed to the local production of over 150,000 pounds of food that was distributed through Growing Power's Rainbow Farmers Cooperative to stores, restaurants, and Milwaukee families via the Farm-to-City Market Basket program.

Growing Power will offer full-time employment to all of the graduates, now trained and familiar with the organization's methods. The graduates who choose to stay on with Growing Power will serve as peer mentors to the next group of job trainees. Growing Power plans to train and hire over 100 people in the next couple of years to address the unemployment rate in Milwaukee.

This training program received **\$385,801** in CDBG funds in 2011.

## **Growing Power of Milwaukee: Hoop House/Greenhouse Construction**







